



Leadership Academy



Becoming a leader is synonymous with becoming yourself.
It is precisely that simple, and it is also that difficult.

Warren Bennis

Leaders don't create followers, they create more leaders.

Tom Peters

Leadership Academy

LINKAGE'S LEADERSHIP ACADEMY APPROACH

Research shows that the skills and competencies required for great leadership are consistent across industries and organizations, yet leadership development programs are most effective when presented using content in the context of the participant's work.

Linkage has 20 years of experience in Leadership Development. We understand your high potential leaders and provide a proven approach to surface your hidden leadership talent.

The **Leadership Academy** is a modular learning experience which features Linkage faculty, thought leaders and the opportunity to transform your view of leadership, strategy, teamwork, and personal development.

The Academy's foundation is 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 from average leaders.

If your organization is interested in strengthening your current and future leaders through a best-in-class leadership development experience, we urge you to contact Linkage to learn more about this transformational opportunity.

Yours truly,



Philip J. Harkins

Phil Harkins
Program Founder
CEO, Linkage



Warren Bennis


Warren Bennis
Program co-Founder
World's Foremost Authority on
Leadership Development

WHAT IS THE LEADERSHIP ACADEMY?

The Leadership Academy is a signature leadership development approach that leverages best learning practices in order to increase the number of great leaders in your organization and to prepare them for higher-level leadership positions.

Participants attend three, 3-day sessions held over the course of six to nine months. Sessions are held in major cities across the U.S.

This accelerated learning experience includes assessment, classroom instruction, business case assignments, simulations, group exercises, coaching, and on-the-job application to ensure that all participants master the responsibilities, skills, and competencies that are proven to distinguish superior leaders from average leaders.

 The entire Linkage Leadership Academy experience has made a real difference to me professionally and personally.

Academy Mission:

To prepare participants for broader leadership responsibilities

Academy Objective:

To strengthen your organization's current and future leaders through a premiere leadership development experience



Leadership Academy

THE ACADEMY'S FOUNDATION: THE HIGH IMPACT LEADERSHIP MODEL™

Accelerated Competency-based Learning

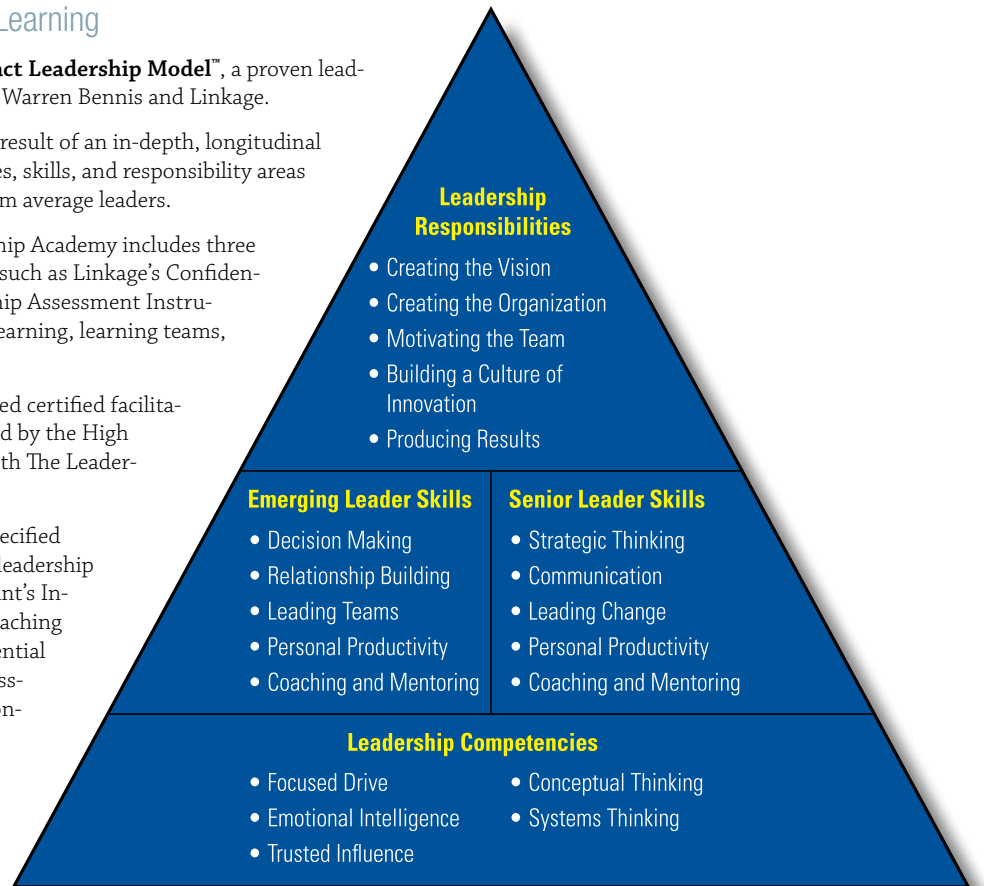
The Academy foundation is the **High Impact Leadership Model™**, a proven leadership competency model co-developed by Warren Bennis and Linkage.

The High Impact Leadership Model™ is the result of an in-depth, longitudinal study which identifies the key competencies, skills, and responsibility areas proven to differentiate superior leaders from average leaders.

The overarching framework of the Leadership Academy includes three modules, flagship leadership assessments, such as Linkage's Confidential 360 Feedback Report and The Leadership Assessment Instrument (LAI), action planning, experiential learning, learning teams, and practical takeaways.

Each module is conducted by highly qualified certified facilitators and covers major elements as described by the High Impact Leadership Model™ and assessed with The Leadership Assessment Instrument (LAI).

The Leadership Academy also includes a specified number of hours dedicated to one-on-one leadership coaching designed to inform each participant's Individual Development Plan (IDP). These coaching sessions leverage the results of the Confidential 360 Feedback Report, the Leadership Assessment Instrument (LAI), and of other personality assessments built into the process.



“ By applying the tools and models from the program, I am now a more effective business leader.

PROGRAM COMPONENTS

Our design includes the cutting edge leadership development practices below:

Leaders Developing Leaders

Blending of the perspectives and experiences of your leaders where they become the program faculty, mentors, and coaches.

Assessments delivered through personalized reports

Creates awareness of leadership style and its impact on others and the organization. Full 360-degree and powerful personality assessments administered.

Confidential one-on-one executive coaching

We provide coaches with 10 or more years of experience who enhance and drive desired behavioral changes.

Action Learning/Individual Impact Projects

Ensures that high potential leaders learn to address critical business challenges using case studies, individually or through team work.

Signature learning experiences

Simulations, compelling case studies, proven tools, and best practice approaches from around the world.

Practical takeaways

Provides models, skills, and tools that can be used immediately.

Best-in-class facilitators

Linkage partners and senior consultants are experienced business leaders, most with 15 or more years of experience.

Modular delivery

Delivery in three, 3-day sessions over the course of six to nine months. Building in multiple touch points over time creates accountability and on-the-job practical application.

Premium tuition includes:

Linkage's The Network

The Network is a year-long multimedia learning experience that connects leaders globally online and locally through in-person networks.

Global Institute for Leadership Development

A world-renowned 5-day immersion program that accelerates leadership growth.

Leadership Academy benefits	Program Tuition \$9,750	Premium Tuition \$13,500
Attendance to three, 3-day learning modules	✓	✓
Breakfast, lunch, break refreshments and some dinners included	✓	✓
Team building activities	✓	✓
Individual coaching	✓	✓
High performance assessments	✓	✓
Participant guide materials and toolkits	✓	✓
One year membership in Linkage's The Network (a \$1,500 value)		✓
Enrollment to the Global Institute for Leadership Development (a \$5,495 value)		✓

Call 781-402-5555 for a complete schedule.

Leadership Academy

Who should attend?

Most of our clients choose candidates not only for what they can learn and implement, but also for what they can contribute to the overall experience.

Participants have reached or are about to reach the top levels of leadership in their organizations who demonstrate outstanding initiative, drive, and professional accomplishments.

Participants of past sessions include managers and leaders who have:

- Sustained high performance in current and past jobs
- Demonstrated the ability to take on increased responsibility
- High levels of proficiency for baseline leadership skills and competencies
- Perceived long term commitment and dedication to their organization
- Been targeted to succeed senior leaders



Individual benefits:	Organizational benefits:
<ul style="list-style-type: none">• Consider the future direction of your organization through the integrated modules• Be challenged, inspired, and motivated by our exceptional faculty to rethink your leadership approach• Acquire insights and knowledge on how to effectively lead and implement change, drive innovation, and empower teams• Strengthen your confidence and capabilities to lead your organization	<ul style="list-style-type: none">• Enhance the skills and abilities of the team members responsible for leading and directing your organization• Assist senior executives in developing an action plan for change• Empower participants to constantly assess their own and their businesses performance• Achieve lasting retention of highest potentials and current leaders• Enhance organizational capacity for innovation, change, and growth

“ I enjoyed this program very much and look forward to putting this tremendous amount of knowledge to good use.

Module 1: Defining Vision & Communicating as a Leader

Great leaders rally people to a better future.

In **Module One**, the focus is on helping leaders to define their vision of a better future, to reflect on their leadership journey, to understand their strengths and development opportunities, to build their capability to communicate effectively, and to enhance their ability to build trust and influence in order to lead their team to the desired future.

Benefits & outcomes:

- Access the tools necessary to clarify desired outcomes, establish direction, facilitate action, and track progress of their agendas
- Enhance communication skills to better drive change, build trust, and mobilize resources
- Understand their past leadership journey as well as their current strengths and development opportunities

Day One	Day Two	Day Three
AM	AM	AM
Welcome and overview Networking activity Leadership vs. Management High Performance Leadership Model The Greatest Leaders	Individual impact projects and coaching Networking activity Leading with Focused Energy Communication Clinic C-Sail Exercise	Individual impact projects and coaching Networking activity Conflict Management Styles TKI Self Assessment & Debrief Building Trust Expanding Relationships through Disclosure & Feedback
PM	PM	PM
Creating a Vision Achievability, Believability, Transferability Model The Dream Maker Model Strategy & Execution Individual impact projects and coaching	Powerful Conversations Case Study Developing Your Leadership Message Individual Coaching for Impact Projects Team building activity	Individual Sharing of Leadership Stories Goal Planning and Setting Session close and evaluation

Module 2: Driving Change & Producing Results

Leaders today recognize the imperative to change—yet only a handful are equipped with the tools to create effective change.

In **Module Two**, the focus is on helping leaders master change leadership, learn change concepts, build broader decision making skills, communicate change messages effectively, and to strengthen their abilities as results-oriented leaders.

Benefits & outcomes:

- Learn a process for leading successful change
- Unlock resistance and remove obstacles to change
- Communicate a compelling change message
- Receive a powerful set of practices for project leadership and increased productivity
- Drive decision making and secure commitment and accountability for results

AM	AM	AM
Welcome and Overview 360 Assessment Group Debrief and HILM Model The Work of Change <ul style="list-style-type: none"> • Making the Case for Change 	Achieving Results Through Execution <ul style="list-style-type: none"> • Have a Clear Picture • Focus on Priorities • Secure Commitment 	Decisive Leadership Decision Matrix Developing Decision-Making Capability Decision-Making Culture
PM	PM	PM
The Work of Change <ul style="list-style-type: none"> • Enlist Stakeholders to Develop a Vision and Strategy • Removing Barriers Team Development Activity Set Milestones & Acknowledge Progress Reinforcing the Change	Achieving Results Through Execution <ul style="list-style-type: none"> • Accelerate the Pace • Create an Achievement Ethic Impact Projects Peer Networking/Coaching Team building activity	Acting Decisively—Team Activity Project Leadership Principles & Phases Session close and evaluation

Module 3: Building Organizations & Motivating Teams

The design and structure of an organization can dictate everything, from proper work flow to achieving the bottom line goals.

In **Module Three**, the focus is on helping leaders define their organization's business model and determine the right organization structure for flawless execution, choose the right people for the right teams, understand what it takes to secure maximum commitment and how to influence others without formal authority.

Benefits & outcomes:

- Understand organizational design models necessary to build the right organization to match their business model
- Acquire tools for developing great talent, including how to identify passionate champions and other top talent
- Learn practical skills, tools, techniques, and requirements involved with leading high performance teams

Day One	Day Two	Day Three
AM	AM	AM
Welcome and Overview Creating the Organization The Nature and Context of Organizational Design Assessing Current Business Models Mergers & Acquisitions	Coaching and Mentoring Developing Your Coaching Competencies The Business Case for Coaching Structuring Coaching Conversations	FIRO-B Self Assessment Debrief Leading High Performance Teams Influencing Others The Bases of Power and Influence
PM	PM	PM
Talent Management and Development The Power of Four The Six Satisfiers Individual Impact Project Presentations	Coaching and Mentoring Skill Practice Individual Impact Project Presentations	Individual Impact Project Presentations Graduation ceremony and session evaluation



Need a leadership development curriculum tailored to the needs of your organization?

Bring Linkage's Leadership Academy Onsite. In addition to our public enrollment sessions, we can tailor our Leadership Academy to suit the needs of your organization—in fact, we've been doing it successfully for 20 years now. Let us customize the curriculum for maximum impact to ensure that your biggest leadership development challenges are met. Call 781-402-5555 to learn how.



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.