

MASTERING LEADERSHIP

A Deep Structure Approach

ROCKHURST
COLLEGE
SCHOOL OF
MANAGEMENT



SPRING 1992

THE
LEADERSHIP
PROJECT

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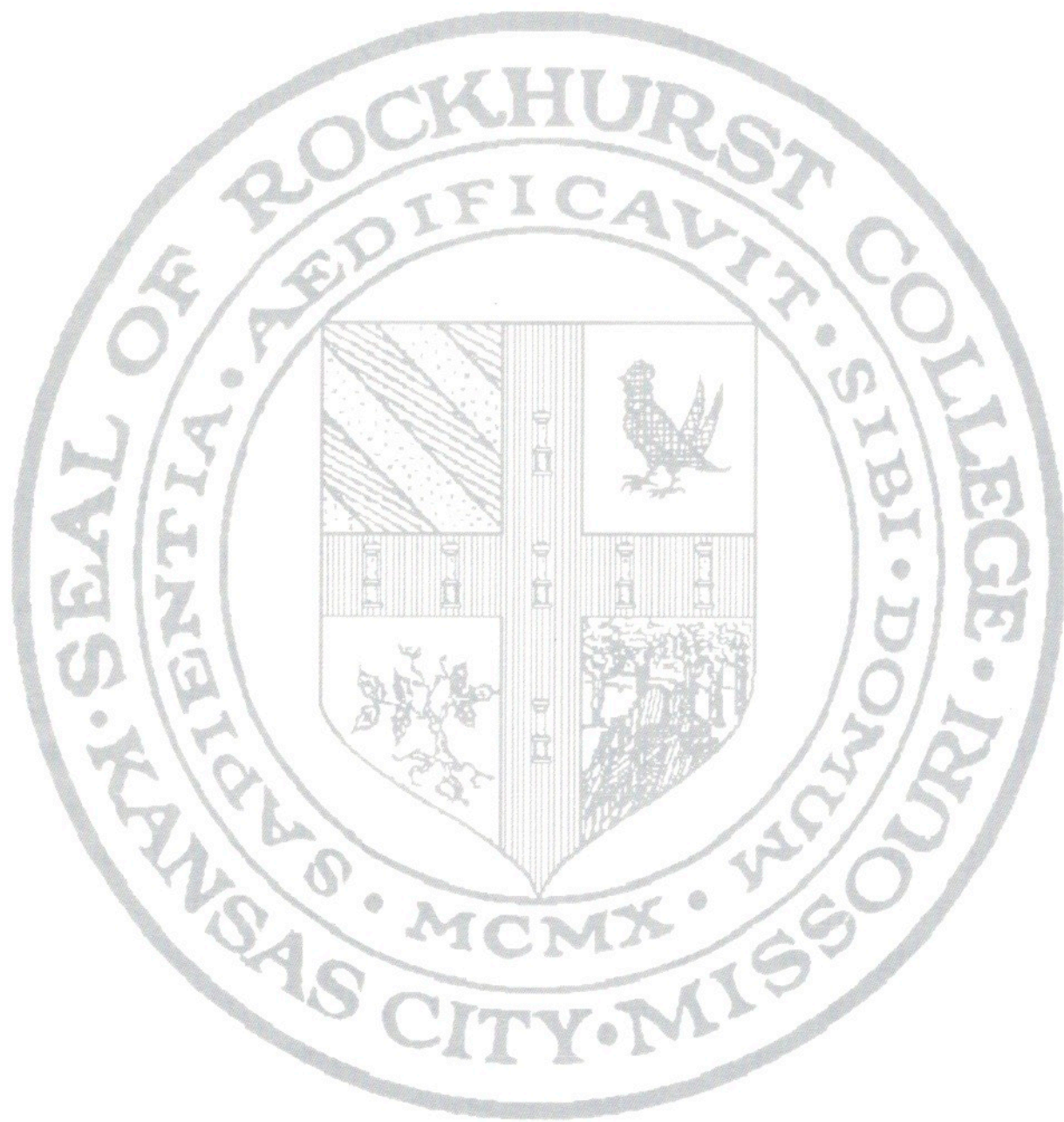
SPRING 1992 PROGRAM

This program for senior executives runs
from the evening of April 26 through May 9, 1992.

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THE LEADERSHIP PROJECT

Consistent with our Jesuit heritage, the Rockhurst College School of Management aims to develop individuals of conscience and professional competence; and through them just, effective and efficient institutions.

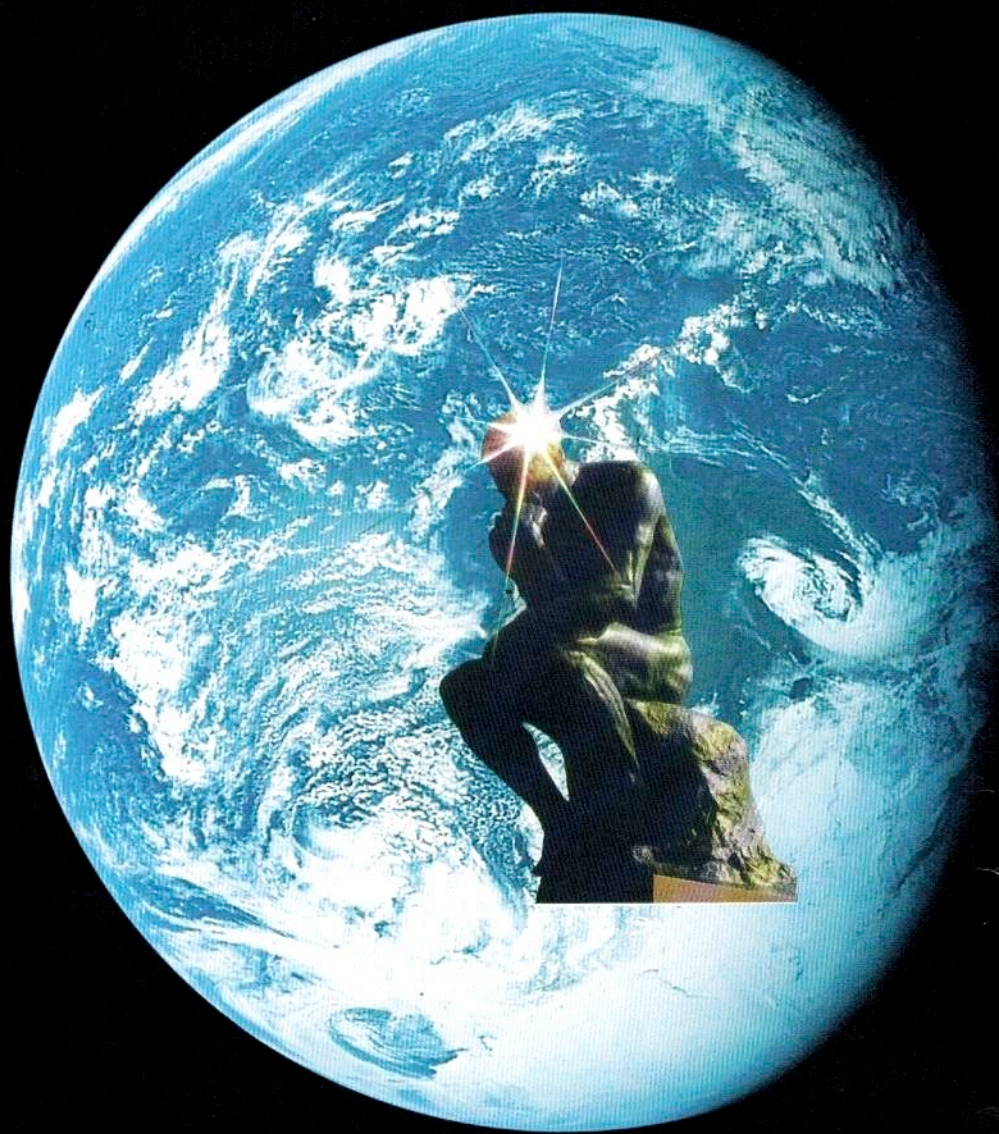
To accomplish this mission, we offer educational programs that emphasize empowering ethical leadership in service to others in order to respect the sacredness and dignity of each individual and to improve institutions.

We grant a Bachelor of Science in Business Administration and a Master of Business Administration. We offer special programs with a unique focus on management education including the Executive Fellows MBA Program and Mastering Leadership, which is co-sponsored with The Leadership Project.

The Leadership Project seeks to provide leaders with the inner skills and strategies of the best top leaders to help transform their organizations and enhance the larger community in which we live.

We do this by applying revolutionary discoveries in the sciences to leadership education and organizational learning. These fields include anthropology, biology, future studies, linguistics, neuro-linguistic programming, and neuro-psychology.

We have two programs. *Mastering Leadership: A Deep Structure Approach™*, a program for senior executives, is co-sponsored with the Rockhurst College School of Management. Our customized *Organizational Transformation™* program works with whole organizations. These two programs allow our research to bear fruit by helping leaders to lead others to lead themselves.



Mastering Leadership: A Deep Structure Approach, is a two-week program for senior executives. Co-sponsored by the Rockhurst College School of Management and The Leadership Project, it uses the cutting-edge research of Kelly Gerling and Charles Sheppard on the deep structure of leadership.

In the Spring of 1992, in a beautiful setting, 24 senior executives will transform the way they function as leaders. Soon after they return, they'll transform their organizations. As a participant . . . not only will you learn and practice the essential behaviors of top leaders, you'll do more. You'll learn their innermost patterns, or



deep structures . . . the very foundation of the skills, competencies and characteristics of the nation's top business leaders, past and present.

Dr. Kelly Gerling and his hand-picked faculty will lead you through learning experiences that will virtually transform the way you think and perform.

THE SETTING

The *Lodge of Four Seasons* is situated on the scenic shores of the Lake of the Ozarks in the Ozark Mountain foothills of Central Missouri. This secluded setting at the height of the Spring season provides a lush, natural and luxurious surrounding for the *Mastering Leadership* program. *The Lodge* offers a fine selection of rooms, multi-bedroom condominiums, as well as a Four-Star restaurant.

The athletic facilities feature world-renowned top-50 tennis facilities with 19 tennis courts, a world-class 18-hole golf course ranked by USA Today as one of the nation's "Top Ten" resort courses as well as a 9-hole executive course and a new additional 18-hole championship course. In addition you'll find aerobics classes, weight room, swimming pools, whirlpools, steam rooms, saunas and an on-site Executive Health Evaluation Laboratory.

You'll stay in your choice of either a private single room or a multi-bedroom condominium. *The Lodge* is famous for its world-class service.

THE SPORT

At the program, you'll practice your sport, either golf or tennis, nearly every day. **Your current level of proficiency is unimportant.** What *is* important is that you have some interest in either golf or tennis. Then, using an expert teaching pro, you'll imitate, be coached and practice. And you'll be amazed at your improvement when we combine the expert skills of our teaching pros with the inner, deep structure skills you develop throughout the program. *You'll soon understand how mastering your sport becomes a metaphor for mastering leadership and even mastering life itself.*

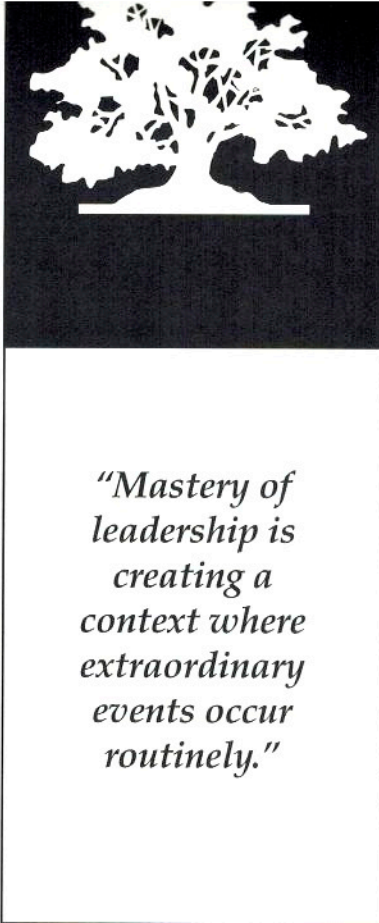
THE SCHEDULE

The program begins 6:00 PM, Sunday, April 26, 1992. The group will get acquainted and set the stage for 13 days of intense learning, going through Saturday afternoon May 9. There will be *one day* of follow-up, in Kansas City, 10 to 12 weeks later, for the group.

The daily schedule will include a comfortable balance of demonstrations, mini-lectures, individual time, meals, sport activities, evening discussions, specialized groups and other customized activities.

THE FAMILY OPTION

You may choose to bring some or all of your family with you, to part or all of this program. Please contact us quickly for accommodation arrangements.



*"Mastery of
leadership is
creating a
context where
extraordinary
events occur
routinely."*

THE EXTRAORDINARY EVENT

Every minute of every day organizations experience what Jan Carlzon, CEO of SAS airlines, calls "moments of truth" . . . those extraordinary events that define your organization and its potential for excellence.

American businessman, Rudy Peterson arrived at the Stockholm airport without his SAS flight ticket . . . having left it back at the hotel. He thought he had missed his flight and business meeting, but he told the ticket agent anyway. "Don't worry, Mr. Peterson," she said. "Here's your boarding card . . . If you just tell me your room number at the Grand Hotel . . . I'll take care of the rest." The ticket agent then called the hotel, they found the ticket, and the agent sent an SAS limo to pick it up. She gave the ticket to Rudy Peterson when it arrived and he made his flight. (from *Moments of Truth*, by Jan Carlzon)

"A young man I know went to eat lunch one day at his regular restaurant. It was unusually busy. He managed to get a menu, but before the waitress came to take his order his lunch hour had evaporated. Genuinely concerned that the owner should know what had happened, he mentioned it to the cashier in a friendly way and went back to work. That night, the owner of the restaurant arrived at the young man's house, unannounced, with dinner — enough dinner for two nights." (from *Leadership Is An Art*, by Max De Pree)

Leadership researcher Kelly Gerling was walking in the Atlanta airport along side a Delta pilot. Seeing the opportunity to do a quick interview he said to the pilot, "I'm a leadership researcher. How is senior management treating the pilots?" The pilot answered, "They care, that's all." With deep emotion welling up and the hint of tears, he went on, "You see, when times were bad some years ago, the other airlines laid off their junior pilots. But Delta took care of my family by putting me on baggage handling instead of laying me off. They gave me a job, and my dignity during the tough times. That about sums up leadership at Delta."

What sums up leadership in *your* organization? And what about the future? For organizations to charge with vigor into the changing world of the 21st century, these extraordinary events of quality and service must be routine. Setting an example is the task of the leader. And while you think of your goals for leadership, take a look at ours . . .



*"Excellence
comes from
a never-ending
journey taken in
little steps.
That journey
is called
Mastery."*

THE GOAL

Effective leadership means constantly improving throughout different facets of your organization.

That means:

- Ever-improving innovation in products and services
- Ever-improving quality for your customers and clients
- Ever-improving excellence for your whole organization
- Ever-improving service to the larger community

The profound challenge of *Mastering Leadership* is to immerse you in our proven methods so you'll master:

- how to adapt your skills effectively to a range of entirely new situations such as new business groups, cross-cultural settings, the need for increased service speed and a rapidly changing environment.
- how to become consciously and acutely aware of your own thinking and relationship skills so you'll know how to pass them on to future leaders.
- how to add new and profoundly useful skills through the active, fun-filled experiential methods in this program. For example, you will take important steps towards mastering the outer and inner skills of master leaders like Ewing Kauffman, founder of *Marion Laboratories*, and Thomas J. Watson, former CEO of IBM.

The result will be increased awareness of your own considerable skills, plus you'll learn the skills of master leaders, the faculty and your colleagues in the program. And this will be accomplished using methods of leadership training markedly different than those traditionally used in *the past*.



*"If we don't
change our di-
rection, we're
likely to end up
where we're
headed."*

THE PAST

In the past, the dominant forms of leadership research and training have been based on four things:

- The behavior of leaders
- The abstract "traits" of leaders
- Various abstract principles of management
- The performance of their organizations.

Key management experts such as Tom Peters, W. Edwards Deming and Peter Drucker have analyzed the essential observable aspects of business in the U.S. and abroad.

They describe the kinds of behaviors, traits, principles and performance characteristics that lead to better, more profitable, higher-quality organizations. These descriptions represent the visible surface structures that businesses implement. These surface structures typically include compensation methods, policies, executive behavior, service improvements, recognition methods and organizational structures.

And these ideas are useful, revealing and necessary for continued improvement.

Unfortunately, They Are Incomplete

Implementing surface structures alone is akin to transplanting a tree without it's roots . . . the landscape may be transformed temporarily, but *in the long run, no real growth occurs.*

The Roots Are the Key

Underneath the surface structures of leader behavior and observable organizational performance are the *deep structures* . . . the roots if you will.

The breakthrough methods revealed in this program demonstrate, for the first time, *the deep structures of master leaders* . . . those hidden, involuntary and often unconscious patterns present in the thinking of master leaders . . . the very building blocks that will allow *you* to achieve mastery, and your organization to achieve ever-improving innovation, quality, excellence and service.

Why haven't these building blocks been discovered until now? Because, the advances in science that have made this possible are part of an amazing revolution that is just beginning.



"You have the same basic brain and nervous system 'hardware' as the best top leaders, and now you can develop the same 'talent' they have - their mental software."

THE REVOLUTION

Just over 400 years ago, Galileo created the new science of modern astronomy and the scientific method. For the first time, humanity could gain detailed knowledge of outer space. Those revolutionary discoveries have now been repeated for another previously uncharted realm — inner space.

Imagine a new science that allows you to reach into the minds of master leaders and create a detailed map of their "mental software programs."

Revolutionary discoveries in the cognitive and social sciences have combined to make this new scientific revolution a practical reality.

There is nothing new about attempting to explore inner space. Traditional psychology has tried, but it has largely failed to offer practical answers to the questions leaders need answered and the skills they need developed.

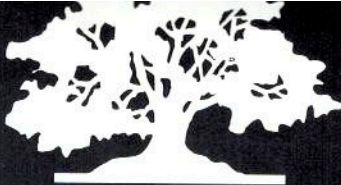
What made the current revolution possible was the synthesis of the scientific fields of neuro-psychology, biology, linguistics, cultural anthropology, and neuro-linguistic programming into a whole new paradigm.

This new combination of ideas and methods created the amazing revolution that offers you *practical* explorations of inner space — the deep structure.

Applied to leadership, this revolution creates an astonishing opportunity for you.

- Inner resources that were unconscious now become conscious.
- The detailed inner workings of your mind and the minds of other leaders can be tapped.
- Previously unsolved problems can be solved.
- And crucial aspects of top performance, once thought to be based on "talent," are now learnable.

This new revolution will give you a tremendous capacity to improve the quality of products and services you offer your customers. And it will assist you in bringing about those profound changes in your organization and in the larger community that will characterize the world of the 21st century. We call those changes *the transformation*.



*"The change required
is transformation in
industry, education
and government.
The transformation
must be led by top
management."*

W. Edwards Deming

THE TRANSFORMATION

Our world has reached a turning point. We're in the early stages of a global transformation whose effects will be as far reaching as those of the Industrial Revolution. And today's leaders can help shape a fantastic future in their businesses, schools and communities. Or they can drop the ball for America.

In other words, today's leaders can choose to master leadership during this transformation . . . or be swept along by the tidal forces of change, pretending they are still living in industrial society.

If enough choose not to meet the challenge, then their legacy will be a tragic decline in our national prosperity and well-being.

The either/or nature of the situation is caused by many factors.

While the world-system shifts to a new form of organization, vast changes are upon us. European unity and pacific rim development are creating entirely new forms of global competition.

This new competition, along with catastrophic environmental degradation, astronomical national debt, educational decline, worsening health problems and potential economic upheaval present a collection of unprecedented challenges to today's business leaders.



These challenges call for entire transformations of thinking, of relationships, and of organizations. They call for a fundamental re-definition of success to a philosophy where success means service . . . service to customers and one another . . . service to the larger community, the ecology of the environment, and the whole society. Success even means transforming competitors into partners in the form of new alliances and joint ventures.

Today's executives must join the transformation by *mastering leadership*. And to do that, the place to start is by studying certain great leaders – not just “successful” leaders, but those leaders, like Ewing Kauffman, who distinguish themselves as agents of the transformation by the service philosophy they live. Let's explore some of *the qualities* of these leaders.



*"Treat others –
whether customers,
suppliers, or other
associates – the same
as you would want
to be treated . . . as
an individual, with
integrity, trust and
honesty."*

Ewing Kauffman

THE QUALITIES

The great master leaders demonstrate specific *qualities of leadership*. Without them, the leader, and ultimately the organization, are like a sapling, held hostage to the winds of change in an increasingly chaotic world. These qualities allow the *tree of leadership knowledge* to grow tall and strong . . . like the mighty oak. Each person has the capacity within themselves to develop and demonstrate them.

What are these qualities?

VISION: The capacity to develop and express a vision of the future in such a way that members of the team are charged with emotion and imagination. Vision is based on understanding vast amounts of information about people, markets, society and the future.

INTUITION: This is the quality of automatic whole-body thinking that leads to remarkable, wise, almost unexplainable decisions. Gut-level judgments and hunches often guide the major decisions of master leaders.

FLEXIBILITY: This is the boundless potential for change. This quality enables leaders to find new pathways, ideas and methods for solving overwhelming problems and achieving the mission of the organization and specific goals along the way.

TRUST: This quality is best described as a feeling of firm reliance on the honesty, dependability and character between two people. Mutual trust characterizes the relationships between people in top organizations. Leaders with this quality plant the seeds of trust and respect wherever they go.

INTEGRITY: The strongest commitment to ethics, the rigorous adherence to honesty and the deepest knowledge of the effects of one's actions on others, are reflections of integrity. Leaders with integrity balance internal organizational objectives with objectives of service to the larger community. The outward expression of integrity stems from a particular configuration of the deep self.

CHARISMA: Wonderful moments of spontaneous, attractive, believable communication are what we call charisma. The outer side of charisma is a consistency of messages sent with words, body and voice. The inner side of charisma, the deep structure, is the key to making your charisma happen naturally and by choice.

How do we further develop these qualities?

We further develop these qualities by building skills. The skills that you learn in Mastering Leadership: A Deep Structure Approach, start with a concept of the inner world of thinking called the deep structure.

THE DEEP STRUCTURE

Great leaders develop great organizations. And their organizations get outstanding results.

Yet, underneath the diversity of the styles, strategies and approaches of great leaders, there are simple underlying mental patterns — the deep structure.

Recent advances in the cognitive sciences have allowed us to uncover the deep structure patterns of top leaders. These deep structures form the basis for the outstanding results that great leaders and their organizations achieve. *Without understanding the deep structures, you can't transfer the surface structures of great organizations to your organization.* You can't transplant a tree without including the roots.

That explains why so many attempts at imitating the observable behaviors of excellence uncovered by researchers like Tom Peters and Peter Drucker often fail. *The deep, inner mental structures that need to be present in the organization's leaders are left out.* (The description of profound knowledge in Dr. Deming's forthcoming book; *The New Economics*, is a delightful exception to this trend.)

Sadly, it's often by design that such inner mental structures are excluded. In *Innovation and Entrepreneurship* Drucker states that up front. He says:

"This book . . . does not talk of the psychology . . . of entrepreneurs; it talks of their actions and behavior."

Drucker rightfully excludes psychology because, up to now, it has failed to offer leaders practical solutions.

So instead of having solutions that include the inner world of thinking, leadership consultants, until now, have presented a seemingly endless array of outer styles, strategies and approaches that are difficult to implement in organizations. They can and should be somehow imitated. And yet they are on the surface. They are surface structures.

These surface structures are the observable behaviors and actions that businesses implement as procedures and policies, compensation and reward systems, new supervision forms, alternative organizational structures, different rituals for recognition, and the various suggested kinds of executive behavior.

Each is important for leadership. . . *but they are insufficient.* That's because underneath these surface structures is the deep structure. From the deep structure a leader's every action is guided.

Now you can incorporate these thinking skills *into your own inner realms . . . your own deep structure.*

You can now draw upon the most useful deep thinking skills from today's top leaders and integrate them into your own thinking and way of life. These deep structure patterns are represented on page 11 as *the tree of leadership knowledge.*

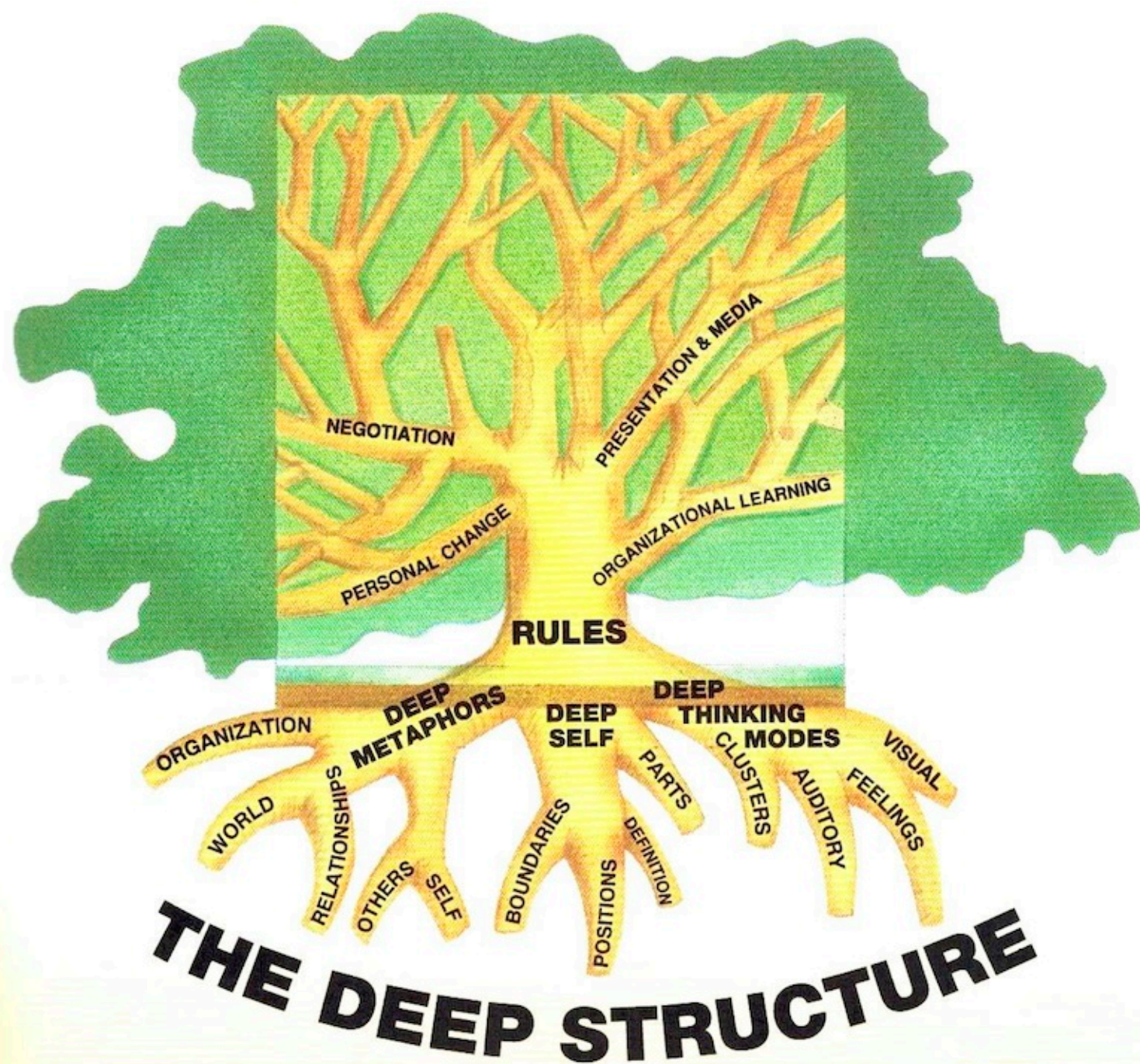
*"... simple
underlying deep
structures express
all of the ...
relations and
functions that
appear in any
sentence."*

*Linguist
Noam Chomsky*



"Beneath the clearly perceived, highly explicit surface culture, there lies a whole other world, which, when understood, will ultimately radically change our view of human nature."

Anthropologist Edward T. Hall



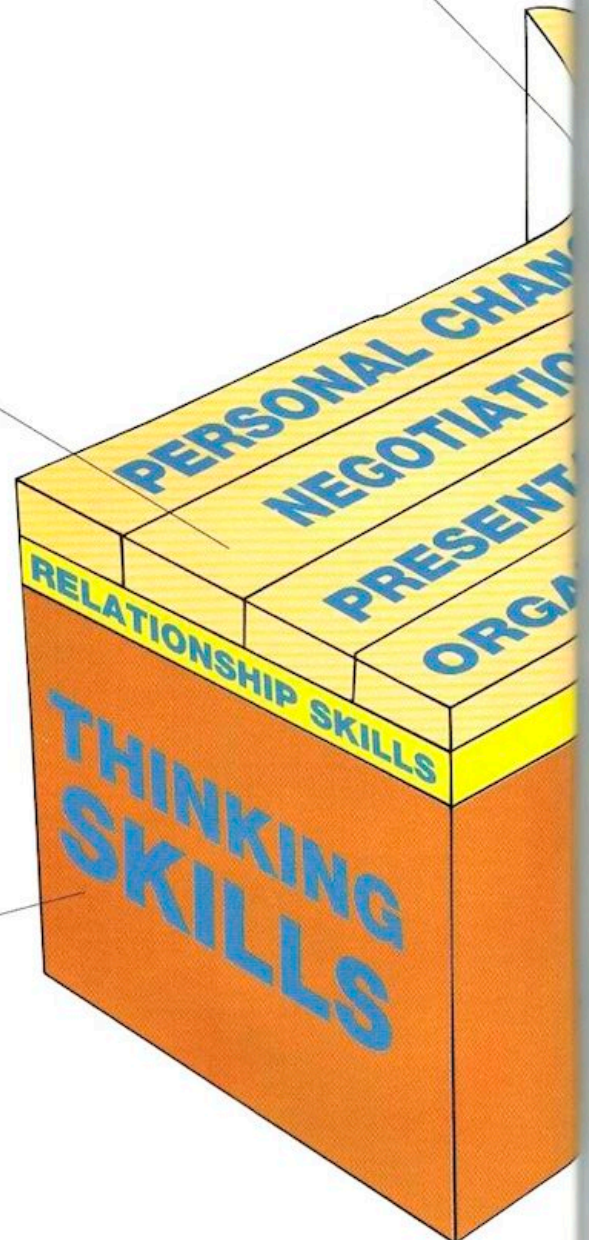
THE SKILLS O

PERSONAL CHANGE too often is associated with difficult struggles. Winston Churchill struggled so terribly with his personal change issues that his deep depressions would keep him isolated and incapacitated for weeks at a time. With systematic training in deep structure personal change strategies, leaders can learn to solve problems and bring about the inner harmony, personal fulfillment and genuine happiness that are all too elusive for most of them.

NEGOTIATION refers to a number of activities that resolve conflicts and build teamwork. Direct negotiation is something that leaders engage in daily. Mediation is negotiation with a third party assisting in the process. Thomas J. Watson, Jr., who headed IBM from 1955 to 1970, used over 25 percent of his time mediating conflicts with people from lower levels of the organization through their "open door" policy. Negotiation strategies are especially needed in organizations with matrix structures, self-managing work teams and clusters, or to transform traditional hierarchies into these and other organizational structures that create more participation. Executives who are superb negotiators and mediators enhance relationships, make deals and facilitate the development of an organization that learns.

THINKING SKILLS are the foundation for the whole *Mastering Leadership* program. Direct education and detailed training in thinking skills makes up about one third of the program and are prerequisites for all of the other skills. Our deep structure approach to thinking skills emphasizes becoming conscious of inner facets of thinking. Once participants become conscious of their inner deep structures they can choose the default settings of those structures, so that certain thinking patterns occur automatically in situations of their choice.

When executives learn to improve thinking skills, many of the previously hidden mental resources of top leaders become learnable. And then inner resources are more fully available for the achievement of personal and organizational vision.



"It's the capacity to develop and improve their skills that distinguishes leaders from followers."

Professor Warren Bennis

F LEADERSHIP

PRESENTATION AND MEDIA strategies help executives reach people throughout his or her organization to keep the vision alive and perpetuate organizational values. As organizations are increasingly made up of people who work in many different places, an executive's capacity to communicate with them through media technology is crucial.

ORGANIZATIONAL LEARNING has micro and macro strategies. The micro-strategies include problem-solving, planning, managing performance, developing organizational talent, and meeting strategies. The macro-strategies include structural change, mission and vision, corporate culture change, and deep structure interventions such as the transformation of organizational metaphors and organizational myths. Organizational learning strategies, when accompanied by deep structure thinking skills and high quality relationships, will increase your organization's effectiveness at being a learning organization.

RELATIONSHIP SKILLS are so important that they alone make up one-third of the overall program. Relationship skills nurture the social context in which all organizations function. The leader must orchestrate a context to which people want to belong. How each person in your organization feels *in his or her body* about you will influence how the changing tasks at hand get done.

Change cannot thrive without its everpresent twin: stability. Each person desires a *balance* of both change and stability. If relationships are high-quality and stable then change is free to reign in the task-related areas of worklife. However if relationships are not stable . . . that is, if they are shallow, changing and low-quality, then people desire stability *in their tasks*—they want to do the same old thing, fearing change.

Therefore, create stable, high-quality relationships to balance the ever-changing approaches that are required for bringing about extraordinary events of quality, innovation, excellence and service.

*"Balance, next to love,
is the most important thing in the world."*

John Wooden

THE LEARNING TECHNOLOGY

The new scientific revolution reveals many previously hidden skills of leaders. However, knowing *what they are* is not enough! Knowing *how to learn them* is the next step. What's needed is a technology of learning.

A technology is an endeavor whose patterns have been made explicit. Electronics is a technology because the dynamics of electron flow have been made explicit with scientific research in physics. The patterns made explicit in organic chemistry led to the technology of plastics. And detailed, effective learning technology has emerged primarily because of discoveries in the field of neuro-linguistic programming, which is also known as NLP.

Training and Development Journal said that: "... what has NLP got that humanistic psychology, organizational development practice and prevailing training theories lack? A set of techniques for making changes ... usually quickly and, at times, dramatically. During the last 15 years, NLP researchers have developed many of the specific learning techniques used in *Mastering Leadership*. Now you and your organization can use this technology of learning to facilitate your journey on the path of leadership. The primary technologies of learning that we will use in *Mastering Leadership* are described below.

THE LEARNING COMMUNITY

Henry Ford said, "... mankind was once wiser ... than we are today. *What we now only believe, they knew.*"

Ancient cultures have spent thousands of years developing profound knowledge of the social context in which learning, relationships and sustainable high-quality culture are developed. These small-scale ancient cultures still exist today and they have much to teach us about how to develop effective and enlightened corporate cultures for the 21st century ... when the globe becomes a village.

We'll become, during the two weeks of the program, a learning community ... a kind of village for accelerated change and mastery of leadership. We'll accomplish this by incorporating some of the methods small-scale cultures use, appropriately adapted for us.

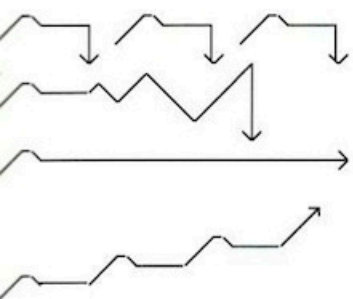
*"The ability to
learn faster than
your competitors
may be the only
sustainable
competitive
advantage."*

*Arie De Geus
Dutch Royal/Shell*



THE PATH OF MASTERY

There are many approaches to learning. Many of them tragically sabotage our inherent capacities to accomplish



THE DABBLER – Dabblers try many things. But when the first tough plateau comes

THE OBSESSER – Obsessers want everything NOW. Patience over time is something

THE HACKER – Hackers aim low. They accept the mediocre and usually blame lack

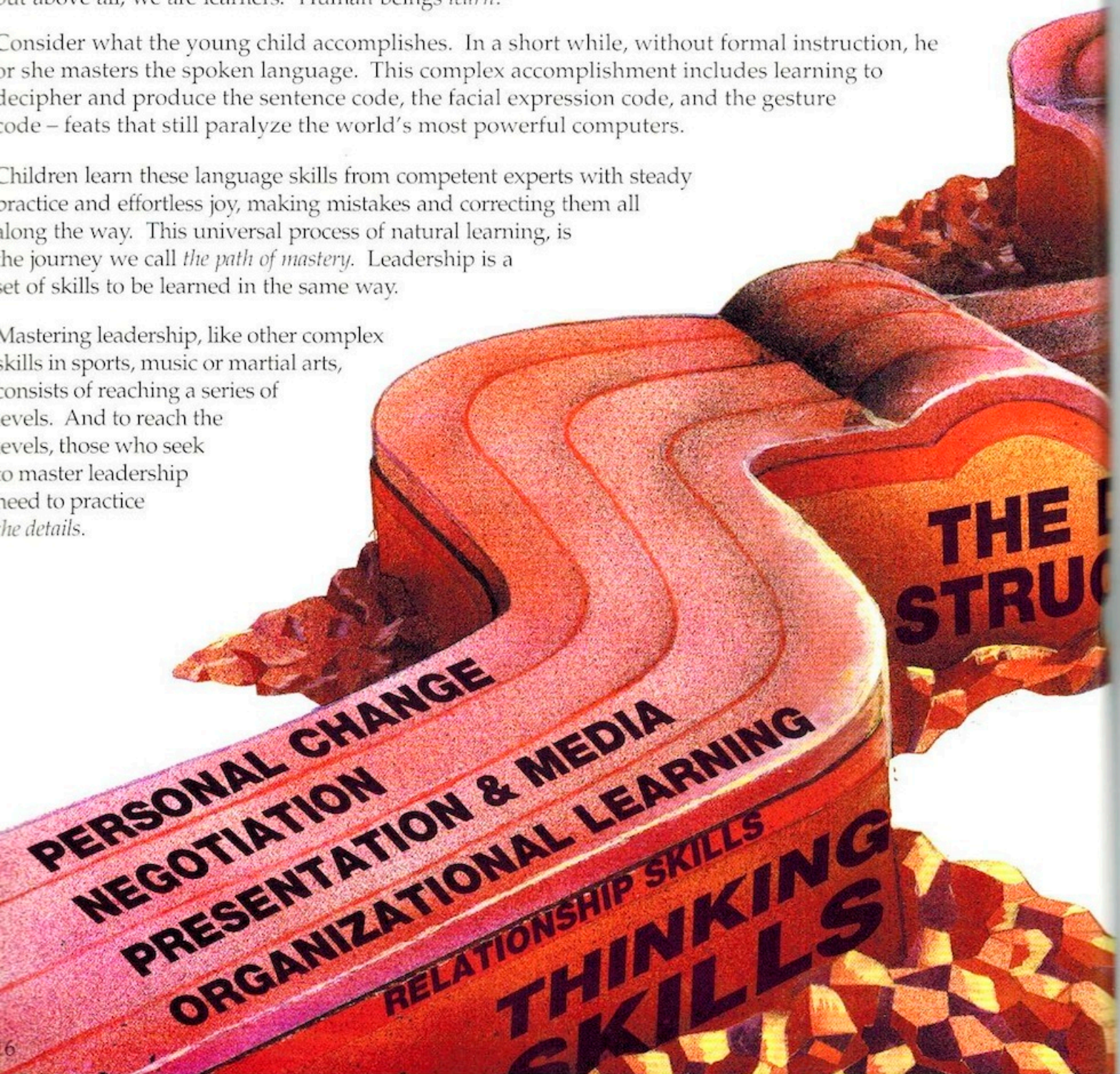
MASTERY – Those who seek mastery, love the journey, especially the plateau. They term vision and they focus on the details. Notice the shape of the mastery curve.

Mastery is the mysterious process whereby, what is at first difficult, becomes progressively easier and more pleasurable through practice. Human beings are pleasure seekers, tool makers, hunters, and city builders — but above all, we are learners. Human beings *learn*.

Consider what the young child accomplishes. In a short while, without formal instruction, he or she masters the spoken language. This complex accomplishment includes learning to decipher and produce the sentence code, the facial expression code, and the gesture code — feats that still paralyze the world's most powerful computers.

Children learn these language skills from competent experts with steady practice and effortless joy, making mistakes and correcting them all along the way. This universal process of natural learning, is the journey we call *the path of mastery*. Leadership is a set of skills to be learned in the same way.

Mastering leadership, like other complex skills in sports, music or martial arts, consists of reaching a series of levels. And to reach the levels, those who seek to master leadership need to practice the details.



MASTERING LEADERSHIP

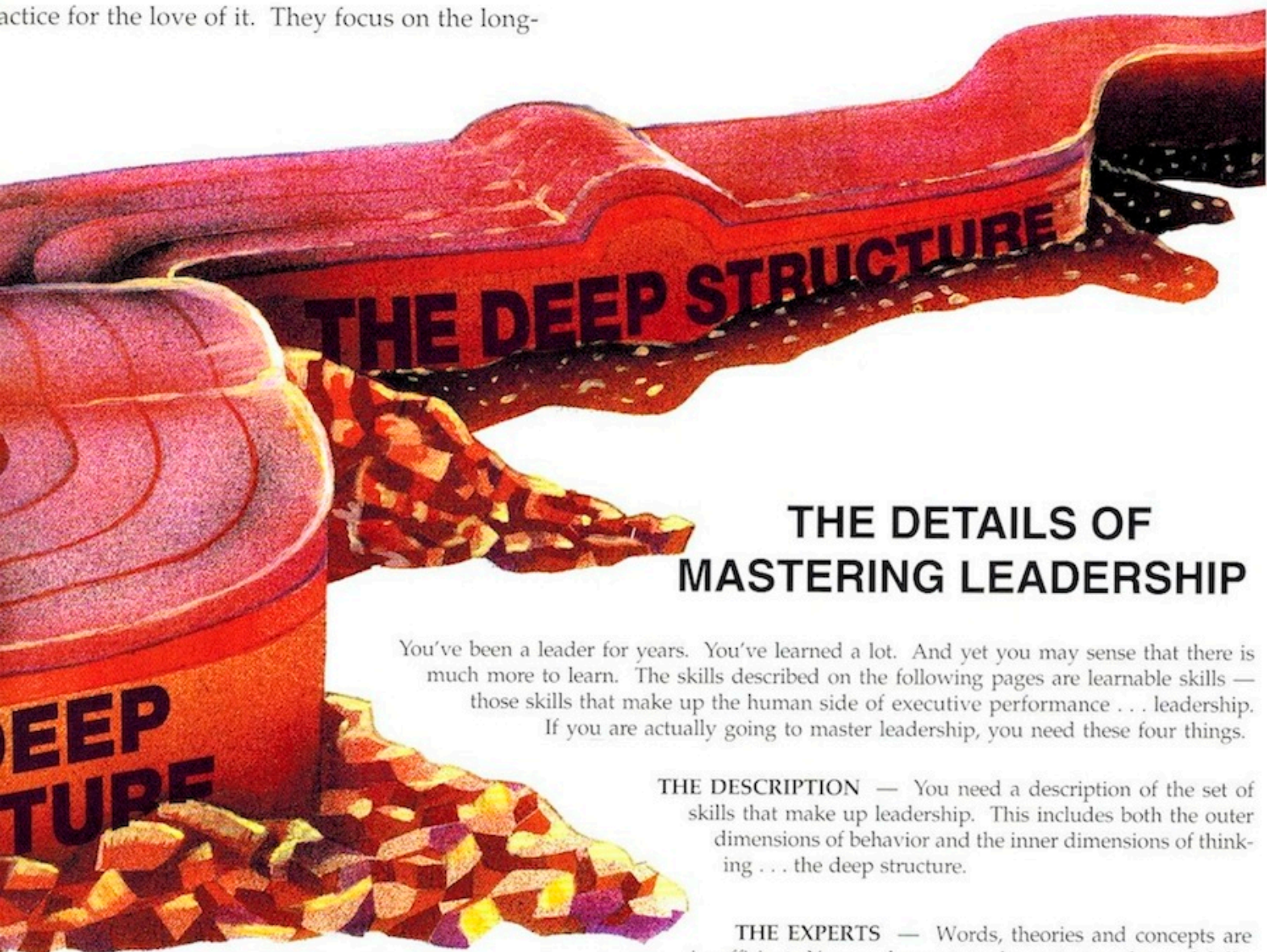
greatness. George B. Leonard, in his remarkable book *Mastery*, describes these:

they quit. Dabbler leaders keep shifting focus without investment in what's required for long-term success.

or the less-talented. Obsesser leaders focus on short-term objectives and refuse to accept plateaus.

talent or external conditions for failing to excel. Hackers play, but they don't like to practice.

actice for the love of it. They focus on the long-



THE DETAILS OF MASTERING LEADERSHIP

You've been a leader for years. You've learned a lot. And yet you may sense that there is much more to learn. The skills described on the following pages are learnable skills — those skills that make up the human side of executive performance . . . leadership. If you are actually going to master leadership, you need these four things.

THE DESCRIPTION — You need a description of the set of skills that make up leadership. This includes both the outer dimensions of behavior and the inner dimensions of thinking . . . the deep structure.

THE EXPERTS — Words, theories and concepts are insufficient. You need experts to *demonstrate* each set of skills. With an expert model you see and hear precisely *what* to practice.

THE ATTITUDE — Envisioning the process you are engaged in — your path of mastery — gives you both the awareness of the goal and knowledge of the journey. A central requirement for mastering complex skills is *loving the plateau*. The path of mastery is a journey of practicing *the details*, engaging in what master dog-sled racer Susan Butcher calls "a labor of love" . . . practicing for the sake of practicing.

THE LEARNING TECHNOLOGY — You need to know *how* to practice *the details*. An advanced learning technology brings out the whole range of your inner and outer capacities for learning the skills that you are practicing. Systematic disciplined practice of the detailed, fundamental skills is as necessary for mastering leadership as it is for mastering golf, tennis, a musical instrument, marriage or any other complex human endeavor — even life itself.

The pages that follow describe the leadership skills you will master as a result of this program.

THINKING SKILLS

To master leadership, you must first master your thinking skills. The inner skills of thinking — the deep structures — are few in number yet they exert a profound influence on attitudes, non-verbal behavior, and decision making.

Through years of research we have developed specific exercises which will allow you to gain awareness of many facets of the deep structure and ultimately to achieve mastery of them.

Here's just one of the deep structure thinking skills you can master:

A Second Position Shift

Master leaders develop the capacity to use imagination and the whole nervous system to *temporarily* become someone else — that is, to adopt the specific point of view, feelings, perceptions, beliefs, desires and needs of another person.

Federal Express Chairman, Fred Smith said in a recent interview: "One of the big things about getting employees involved is to make them kind of have an "out of body" experience to help them look at the world as a consumer as opposed to a producer."

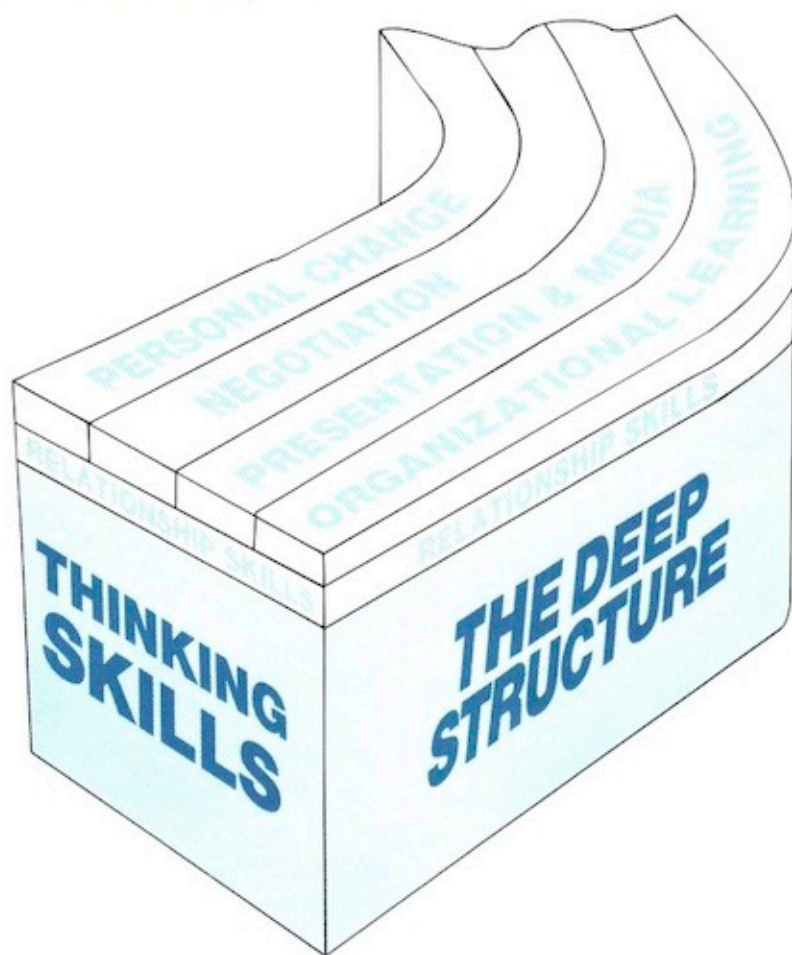
This flight of imagination, when sufficiently detailed, allows top leaders to gain a deep body-based knowledge of the other's whole experience. Images, feelings, beliefs, values, identity, objectives and more are subject to your first-hand internal evaluation. And once you have this knowledge, you know intuitively what it takes to lead that person for optimum results. This particular part of the deep structure is *one of many* learnable thinking skills that you'll use daily after attending our *Mastering Leadership* program for senior executives.

The complexity in our minds must mirror the increasing complexity of our outer world. Practicing the many detailed patterns within the deep structure helps to achieve this inner complexity.

*"We shall require
a substantially
new manner
of thinking
if mankind
is to survive."*

Albert Einstein





THE DETAILS

DEEP THINKING MODES

- Learn how to master problem-solving, planning and decision-making
- Learn to fine-tune your internal feelings, sounds and images as easily as turning the knobs on a stereo system
- Learn how "special effects" in the visual, auditory or feeling realm can enhance your thinking and performance
- Anchoring – Reproduce feeling states of excellence and transfer them to situations where those feelings are desired
- Circuitry sensing – Learn to recognize and respond to subtle body cues from the inner wisdom of your deep structure
- Focused states – Reproduce the periods of focused concentration that all master leaders have in common
- Beliefs: understand deeply-held beliefs that may be hindering your performance and learn how to change them

DEEP METAPHORS

- Gain an understanding of the "inner architecture" of human beings . . . what makes us tick, how we make meaning and therefore how to create profound change, including the work of George Lakoff, Mark Johnson and Charles Faulkner
- Learn to choose the underlying structures of your values and beliefs to better serve you
- Learn to organize your inner world into levels and categories that greatly expand your thinking capacities
- Recognize and choose the metaphors you use to increase the complexity of your thinking
- Determine your personal mission and how to live that mission
- Discover how people organize their approaches to self, relationships, the organization, the world and the future . . . including yourself

DEEP RULES

- Achieve clarity . . . create peace of mind in a world of chaos
- Create alignment between thinking modes and perceptual positions
- Mission Alignment: Create alignment between your organizational mission, your personal mission and your deep spirituality
- Control outcome conditions such as:
Make sure your desired state of mind is present now, as a means to achieve accomplishments rather than having such a state happen later, as a reward for achieving accomplishments
- Neuro-logical levels — use the natural, multi-layered architecture of the deep structure
- Develop an almost unnaturally powerful memory through a keen knowledge of "logical levels"
- Create a harmonious relationship between your conscious mind and your deep structure
- Learn how to fully internalize the rules you believe in . . . and how to decide about the exceptions to those rules
- Explore how genetic, anthropological and artistic aspects of deep structure interact and how to understand and guide your dreams



DEEP SELF

- Discover the origin of your hidden definitions of self and how to change them
- Learn to fully experience the five different perceptual positions used by master leaders to gain intuition about people (and themselves)
- Learn the deep structure pattern that makes master entrepreneurs like Stew Leonard so intensely concerned with customers . . . and learn how it can boost your business
- Differentiate between those qualities of a person that are learned and those that are part of each person's inherent nature
- Determine your deep goals . . . and know, perhaps for the first time, exactly how to reach them
- Discover the state of mind and body that is the deep essence of many of the world's religions . . . and great organizations
- Learn to sub-consciously adjust your self-boundaries and to expand (or shrink) your "circle of leadership" whenever you choose
- Optimization of a system through shifts in perceptual positions and self-boundaries. The resulting profound knowledge and deep wisdom contrasts sharply with the thinking that maximizes a single or limited set of objectives (MBO)

RELATIONSHIP SKILLS

Consider what normally happens when an adult greets a baby . . . even a stranger's baby.

The adult becomes somehow different . . . softer, more open, certainly quite sensitive to the needs of this young human being. What happens is that the adult perceives the baby's inner goodness, the inherent positive nature he or she possesses. And if left alone with the baby, the adult normally takes on a commitment to the baby's safety and well-being automatically.

This same commitment, understanding, and quality of service exists in the great organizations.

Master leader, Sam Walton says: "This is still the most important thing I do, going around to the stores, and *I'd rather do it than anything I know of.*" Mr. Walton loves his people and his people's love of their customers has made Walton's organization the most successful retailer in history. At Hallmark Cards, Hewlett-Packard and other excellent companies, it's the same story.

When customers feel more nurtured, valued, respected and cared for . . . they come back for more. So sacred, high-quality human relationships are good business.

No matter what the product or service an organization

provides, its top priority should be the quality of its human relationships.

The quality of relationships shows up in every communication, good or bad—in every promise made or broken, in every need satisfied, denied or left unfulfilled. High-quality relationships are based on trust, not contracts, and are sacred. They fulfill deep human needs.

These sacred human relationships lead to quality, service and innovation out of a deep concern for the well-being of customers and the larger community in which we live.

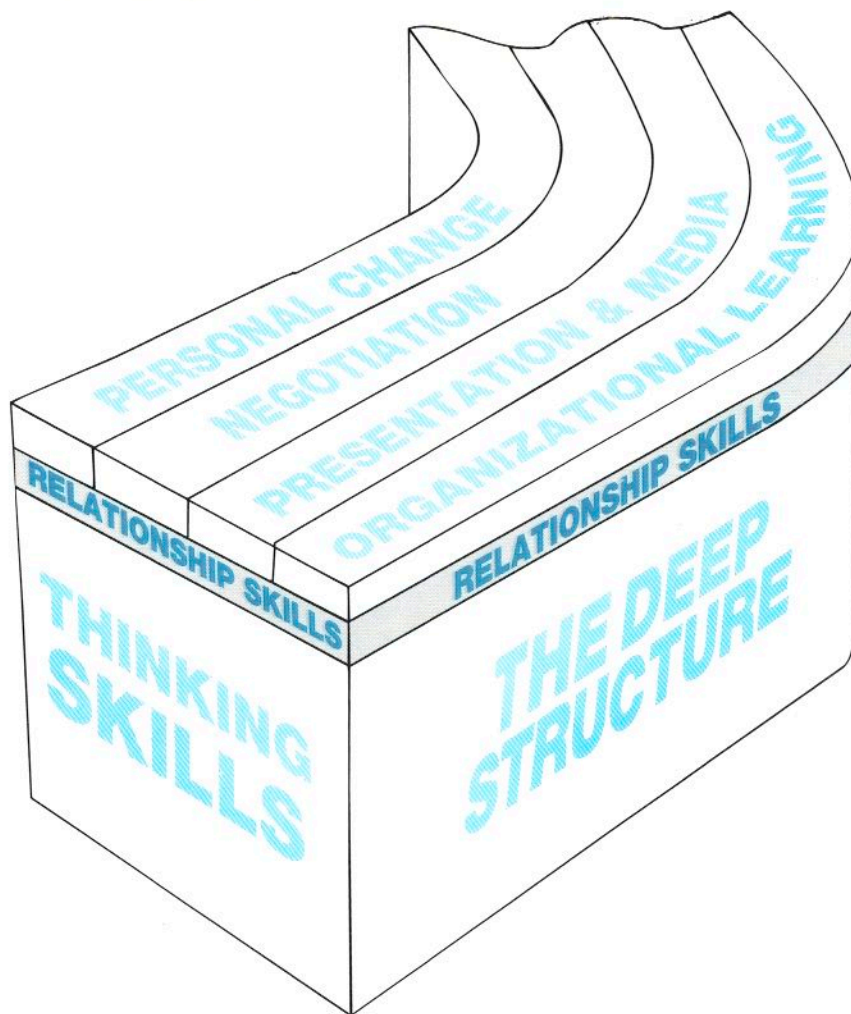
As a participant in *Mastering Leadership* you will learn the inner skills of thinking, feeling and knowing that bring about high-quality relationships. Of course, relationships cannot be reduced to a set of techniques. Mastering the art of effective relationships, like mastering any art, requires both the practicing of techniques (until they are automatic) and expressing one's self naturally, from the heart.

Each participant will have ample opportunities to practice relationship skills. Plus, we'll all learn from one another. Moreover, you'll learn how to engender relationships of high-quality throughout your organization.

*"Leadership is
enabling every
voice to flourish,
finding new
chords and
harmonies."*

*Thomas J.
Savage, S.J.*





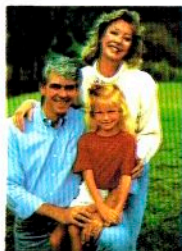
THE DETAILS

VERBAL SKILLS

- Learn to be a great persuader with verbal presuppositions and implications
- Master the language patterns of influencing people gently and powerfully by studying the words used by a master hypnotist
- Become a master questioner
- Learn 30 question-asking skills for "getting to the heart" of any problem
- Learn the simple "lie detector" questioning method used by customs agents world-wide

NON-VERBAL SKILLS

- Learn simple techniques to adapt to people in other cultures and subcultures
- Understand the deep structures of the variables in their culture setting
- Read non-verbal body cues to determine:
 - Emotions
 - Thinking modes
 - Self Boundaries
 - Self Positions
 - Deep Metaphors
- Create alignment between personal mission, departmental mission, and organizational mission in each person
- Learn to communicate with intuition, charisma and integrity
- Develop personal charisma by aligning the messages of voice, body and words
- Build immediate trust through non-verbal behavior
- Know how to make others feel better and more productive
- Transform others' upset feelings in seconds with deep structure patterns and simple non-verbal pacing and leading



RELATIONSHIP STRATEGIES

- Learn methods to elicit and understand people's specific values and deep criteria
- Elicit from people their criteria of excellence for tasks and relationships
- Examine your personal criteria of excellence for relationships
- Call forth relationship criteria
 - Storytelling: Parables with a purpose
 - Deep structure strategies for enhancing relationships
 - How to encourage perceptual position shifts in others
 - When to encourage boundary shifts
 - Ways to encourage a well-formed, accurate self-definition
- Framing—Creating meaning in a context
 - Outframing - extending meaning by presupposing expectations
 - Intentional Reframing - separating behavior from intent
 - Contextual Reframing - separating behavior from context
 - Agreement frame
 - As if frame
 - Ecology frame
 - Problem frame versus outcome frame
- Metamessages—other meanings that get received
- How to enter another's deep metaphoric world
- How to engage in another's deep thought process
- How to identify and utilize another person's deep structure rules
- Humor - Arrange your own deep structure so humor occurs naturally in your own style
- Proposal formulation—How to develop a way to get others to deal with issues in the relationship
- Use your own deep structures to automatically guide your behavior
- Learn a classification system for categorizing any relationship based on evidence



PERSONAL CHANGE

Why engage in personal change? Your success is evident and secure. And yet, why are so many executives *unfulfilled* with their lives as whole human beings?

Leadership researcher Jan Halper found, in her exhaustive study of executives, a profound need for change. Of 1349 senior executives interviewed, 68 percent reported being happy in their professional lives but they felt their family life *suffered* as a result.

In the middle of a changing world, there is so much to re-examine on a personal level. Any personal changes you make internally will ripple out to every bay and cove in your organization.

Think of your body and mind as an organization. One hundred trillion cells and ten billion neurons are organized in such a way as to constitute your nervous system.

This internal organization of a human being has many divisions, departments, supervisors, workers as well as a "senior executive" known as the conscious mind.

The relationship between the "senior executive of the self" . . . the conscious mind, and the rest of you, is similar to another relationship. It's like the relationship between the leader and his or her organization. The executive provides vision, direction, conflict mediation, service, and rallying support.

The energy, the power, and the work to get things done for customers, lies within the lower levels of the organization.

And the power to actually bring about personal change does not rest with the conscious mind.

Beneath the conscious mind and our outward behavior is the deep structure. What is within the deep structure?

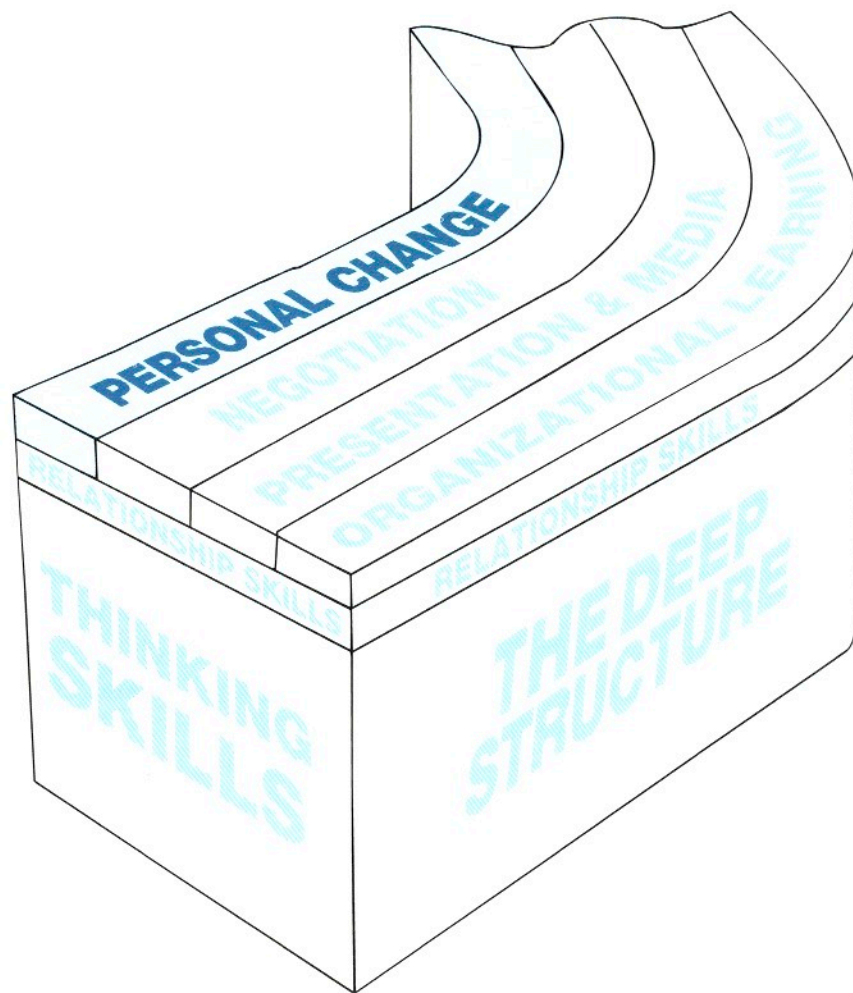
- Capacities of imagination in all the senses—the deep thinking modes
- Schemes of organization such as myths and neurological levels—the deep metaphors
- Identity functions such as self-definitions, self-boundaries, and self-positions—the deep self
- Spiritual dimensions still uncharted . . .

And interwoven through these structures are a series of rules that relate the structures to one another, forming a whole paradigm. You can learn to change *your* rules and thus re-design your mental software.

At any level of functioning, we can be controlled by the programming we've had in the past. Or we can *do something else* . . . we can design and orchestrate our own inner and outer functioning according to boundless possibilities.

"Leaders who seek to lead into the 21st century must stimulate change. And the skills of change start with personal change."





THE DETAILS

PERSONAL CHANGE STRATEGIES

- Learn a comprehensive strategy for personal change
- Define your personal mission – a six-step strategy
- Set visionary goals for living your mission
- Specify the evidence to let you know you're achieving your mission
- Negotiate internally to create inner harmony and outer charisma
- Use body movements to systematically enhance your thinking and state of consciousness

CHANGE OLD NEGATIVE PROGRAMMING

- Root out the “bugs” in your personal history to add resources to an imperfect past and dramatically increase your flexibility as a leader and as a person
- Locate and transform troubling memories
- Discover the origins of your attachment to *transitional objects* and whether such attachments have been needlessly extended into the adult world
- Explore psychological, anthropological, and genetic aspects of deep structure in order to tap into hidden resources
- Utilize your own inner “timeline” to reprogram your brain and create your desired future
- Learn how to “clone” the thought patterns of master leaders

IMPROVE RELATIONSHIPS BY CHANGING YOURSELF

- Become more open to differences in people . . . giving you a greater capacity to deal with the increase of cultural diversity in the workplace
- Take on the behavioral patterns of your personal heroes by incorporating their deep structure
- Create a new self-definition based on your personal mission

CREATE MORE VIBRANT PHYSICAL HEALTH

- Learn strategies for personal health and physical well-being
- Use imagery to address common physical problems
- Learn to increase your energy level
- Motivate yourself to get regular exercise and get in great shape using the mastery concept

HANDLE STRESS BETTER

- Make fundamental decisions that will reduce stress in your life
- Learn to accurately interpret the meaning of body feelings of stress and deal with them directly and wisely
- Develop creative states of mind that will alter your responses to situations that used to really bother you

NEGOTIATION

Executives participate in a world of constant negotiating. Included in this world are family members, friends, investors, government officials, associates, customers, vendors, joint venture partners, competitors, interest-group representatives and others. Each contact is an opportunity, and with effective negotiating those opportunities can bear fruit for all concerned . . . they can be extraordinary events.

And then there are cross-cultural negotiations. Because the business environment today is planetary, the ability to negotiate successfully with people from a diversity of cultures is essential as well.

In addition to negotiating, executives encounter opportunities to mediate conflicts and create a culture of team-work and nurturing, effective relationships. That's where effective mediating skills come in. Labor/management disputes, "subordinate" conflicts and inter-departmental disputes all represent opportunities for the master mediator.

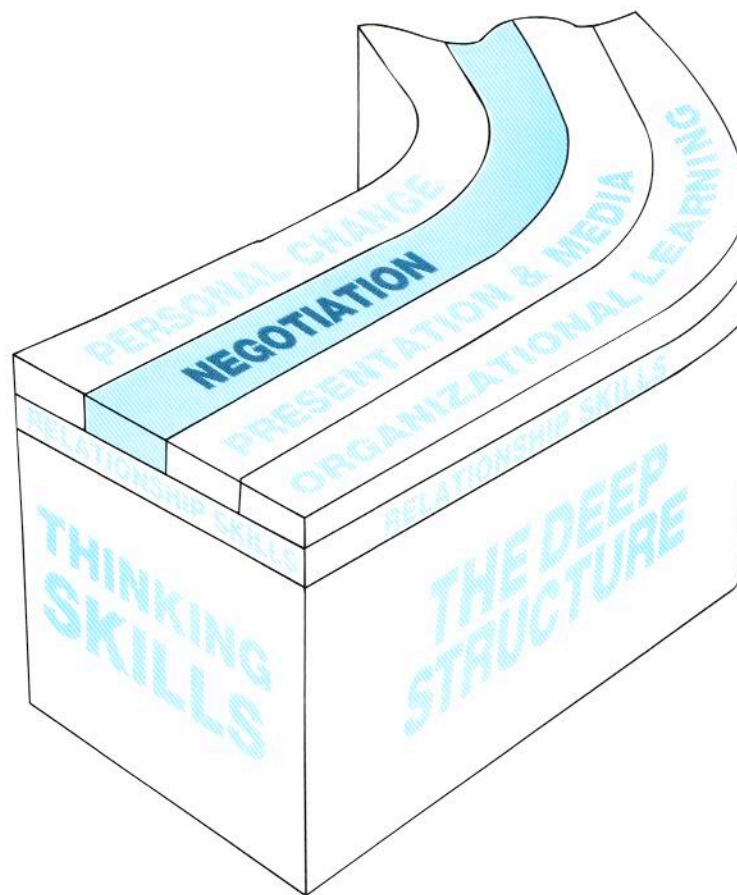
The effective mediation of disputes forms the heart of successful corporate cultures such as Marion Merrell Dow and IBM, where open-door policies for solving problems make mediation necessary. Gossip and backstabbing criticism towards decision makers vanish when executives are able to orchestrate a context where criticism "goes up." In the words of master leader Ewing Kauffman: "Make complaints up the ladder, not sideways or down, because it's the only way to get action."

Since the crucial variables that make any negotiation successful are in the minds of the participants, deep structure variables are incorporated into the negotiation strategies offered in *Mastering Leadership*.

The negotiation and mediation strategies you learn during the two-week program will work effectively in any situation you are likely to encounter—especially those that have been traditionally difficult to resolve permanently.

"Leaders who seek to lead the flexible learning organizations of the 21st century must be master negotiators and mediators."





THE DETAILS

THE NEGOTIATION STRATEGY

- Master the six-step negotiation and mediation strategy
- Understand how to win with fairness
- Gain "leverage" with those who are more "powerful"
- Develop criteria for a successful negotiation
- Learn to deal effectively with difficult negotiators
- Become expert at recognizing negotiation moves and planning counter moves

EXPANDING THE RANGE OF OPTIONS

- Cutting-edge brainstorming techniques for negotiation and mediation
- Use categories of options to increase the range of possible creative solutions to deadlocks
- Induce creative states of mind for inventing creative solutions – ones that surprise you
- Learn when to use analogies, similar situations and deep metaphors to create options

PREPARATION

- Determine the range of possible agreements that are acceptable to you
- Know whether to negotiate yourself, use a representative or get a mediator
- Use deep structure skills in your preparation to develop the quality of relationships that form the basis of any successful negotiation
- Learn the Alternative To a Negotiated Agreement to be on an equal footing in any negotiation
- Learn how to use emotion in a negotiation setting



MAKING WIN/WIN/WIN DECISIONS

- Find potential dovetails when the objectives of each person are different
- Use deep structure skills to make effective decisions
- Learn to evaluate your options in relation to objectives, resources and objections
- Respond effectively to people who negotiate in bad faith

FRAMING THE CONTEXT

- Implicitly and explicitly establish the ground rules for the negotiation
- Develop success criteria while agreeing to agree
- Utilize a technique to keep the negotiation on track
- Know how to make the physical setting conducive to a successful negotiation
- Create guidelines based on fairness, principle and *everyone* winning

IMPLEMENTATION

- How to develop scheduling, verification and reporting methods to specify and monitor the implementation of the negotiation
- How to build flexibility into the negotiation
- Overcome key obstacles to implementation
- Master worst-case planning procedures to eliminate future objections

UNCOVERING OBJECTIVES

- Learn how to separate objectives into positions and interests
- Master the six question-asking patterns that allow you to focus in on any aspect of a person's objective
- Know how to loosen someone from an entrenched position
- Learn how to deal with objections and criticism
- Master a simple technique to persuasively encourage the other person to see, feel and understand your objectives
- Tailor your communication to the deep structures of the other person

CROSS-CULTURAL STRATEGIES

- Understand and use the deep structure differences that exist in people from other cultures such as time perception, use of space, action sequences, and normally hidden criteria for a business relationship
- Explore cultural differences for conducting business with people from other cultures
- Learn how sub-cultures within the diversified workplace negotiate differently
- Study the work of anthropologists Edward T. Hall and Judith Ann DeLozier

PRESENTATION & MEDIA

Have you ever seen a master speaker hold an audience spellbound? Have you heard people say: "What charisma that speaker has?"

Did you know charisma is a learnable skill?

Charisma is the exceptional ability to secure other people's devotion or loyalty. It has at least two parts.

Charisma has an outer dimension. The qualities of voice and movement . . . the skillful use of space and pause . . . the language patterns of eloquence . . . all carry their own messages. When all of these message systems work in harmony, the effect is like a symphony.

Charisma also has an inner dimension . . . the deep structure of charisma. No matter your current skill-level as a presenter, upon completion of the program, you'll return to your organization an accomplished, more charismatic leader.

Mastering presentation skills is accomplished by practicing the details.

In *Mastering Leadership*, you'll systematically study the behavioral and deep structure skills of master presenters. This means observing master speakers to learn subtle aspects of verbal and non-verbal behavior. Then you'll practice and learn, in a comfortable and non-threatening environment, those patterns of communication that separate average speakers from the masters.

MEDIA SKILLS — INSIDE THE ORGANIZATION . . .

In 1947, John Watson, Sr. gave frequent in-house telephone broadcasts to tens of thousands of employees at IBM *simultaneously*. This constant connection between the leader and the group maintained IBM's mission and revitalized their values, on the way to IBM becoming the world's most profitable company.

Remarkably, in 1947, there were no videotapes, no cellular phones, no cassette tapes, no tele-conferencing systems and no personal computers. Mr. Watson had to creatively use the available media system in ways no business leader before him *had ever done*.

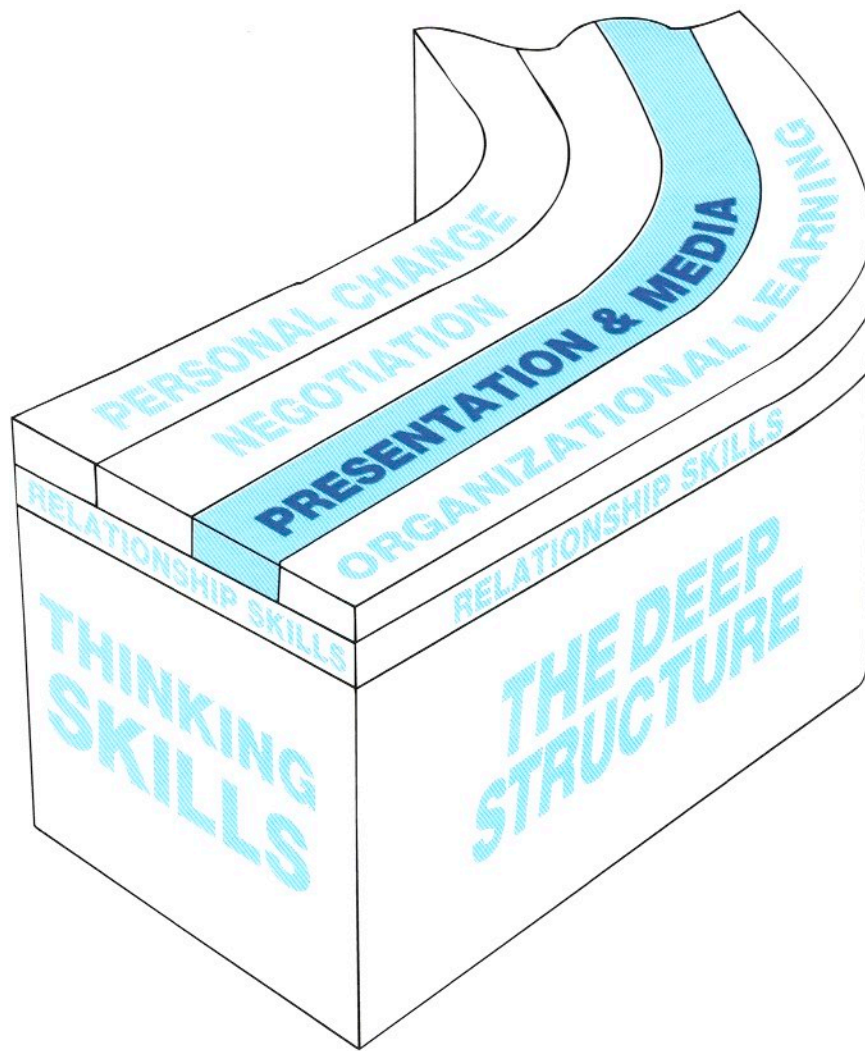
MEDIA SKILLS — OUTSIDE THE ORGANIZATION . . .

How often do you and your people need to respond to media questions? What do you do when something appears in the media that pertains to your organization?

Today, both knowledge of the media business and mastery of communication skills are essential. With the knowledge and skills you'll learn, in the use of media technology, you can carry your message to your organization and in fact, to the entire community. What a powerful advantage that will give you!

*"Leaders who
seek to main-
tain the mission
must connect
constantly with
their whole
organization
through presen-
tations and
media."*





THE DETAILS

PRESENTATIONS

MEDIA

PREPARATION

- How to design a presentation sequence that will facilitate understanding and action
- Use deep structure skills to know the needs and desires of the participants
- Mental rehearsal techniques for becoming systematically spontaneous and resourceful in front of an audience
- Understand available options to increase flexibility in your presentation
- Learn techniques to model and emulate the verbal, non-verbal and deep structure patterns of master presenters

INTERACTION

- Learn to master the verbal and non-verbal patterns of charisma and eloquence
- Learn to use the deep structure patterns of charisma
- Practice ways to naturally foster emotion in others about your vision for the organization
- Learn to recognize non-verbal feedback so your presentation becomes a responsive "conversation" with each member of the audience
- Enhance the sense of group identity and togetherness with deep structure techniques

MEDIA TECHNOLOGY

- Overview the technology available for use inside your organization
- What media technology to use in your organization
- The future of media technology in business

TV NEWS - THE INSIDE VIEW

- How to go public with information
- Media coverage - explore the difference between news and publicity
- Study with a news anchor for an inside view

EMULATING AN EXPERT

- News anchor skills adapted for the senior executive
- Deep structure patterns to use when in front of the camera
- Script writing - how to prepare your script
- How to communicate with the camera so that your natural (or learned) charisma comes across

YOUR MEDIA STRATEGY

- How to use media to communicate with and unify your people
- How to prepare for media interviews
- Perpetuate your mission, organizational values and vision with media technology

ORGANIZATIONAL LEARNING

There's a management and leadership transformation sweeping the globe . . . and the leaders who recognize this early will help their organizations *thrive* in such an environment.

In 10 or 20 years the following characteristics will be commonplace in businesses that make it:

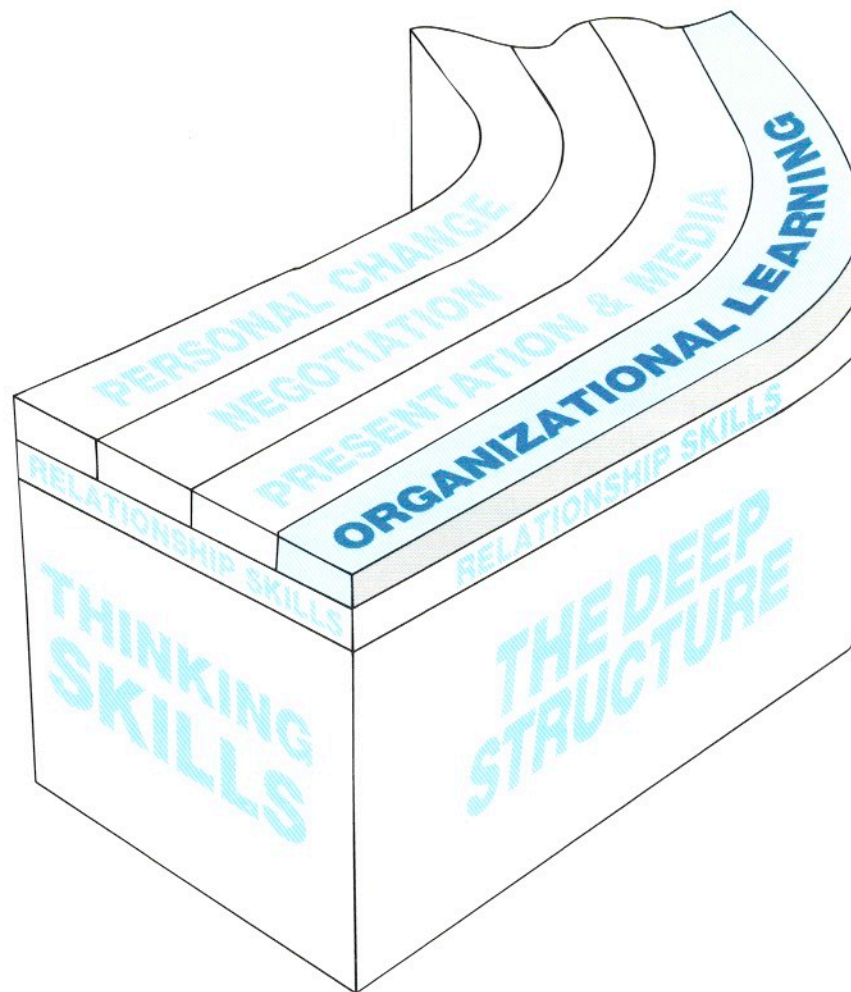
- Organizations will occupy specialized niches in the diverse global business ecosystem.
- Autonomous, self-managing work teams and intrapreneurial, small-scale business groups will search out, create and occupy these niches.
- Each person in the organization will experience a deep consistency between his or her own mission, the mission of the business group, and the mission of the whole organization.
- Innovation, quality, excellence and service will grow in a steady, mastery curve.
- People will bring about a "learning culture" in their organizations where people throughout the organization participate fully.
- New paradigms of organizational structure will evolve that are as different from a matrix as a matrix is from a traditional hierarchy.

To bring about this state of affairs, senior executives will coach, stimulate, catalyze, and propose visions. They'll see the big picture . . . build community . . . work to solve the vast environmental and social problems of the 21st century . . . and lead each person to be a leader. When a whole organization can *learn how to learn*, these characteristics will develop naturally. Imagine the challenge, creativity and fun you'll have when you learn specific strategies for creating these characteristics in your organization *in the 1990's* . . .

"The organizations that will truly excel in the future will be the organizations that ... learn at all levels."

Peter Senge





THE DETAILS

MICRO

MACRO

PROBLEM SOLVING

- Learn both analytical and non-analytical methods for synthesis of information
- Survey the range of visual analytical tools for deciphering the nature of complex problems

PLANNING

- Learn strategies for the short term, the long term and the very long term
- Execution and delegation methods that use deep structure methods
- Learn how to plan with multi level loyalty

MANAGING PERFORMANCE

- Performance planning and coaching
- Performance evaluation
- Reverse the Peter Principle with deep structure techniques

DEVELOPING ORGANIZATIONAL TALENT

- Doing a deep structure assessment
- Create a climate for development and learning
- Orchestrate a social environment safe for risk-taking, challenge and flexibility

MEETING STRATEGIES

- Increase productivity
- Control information
- Get a valuable contribution from the "quiet" person
- Keep meetings on track

STRUCTURAL CHANGE

- Structure change strategies
- Learn to manage the organizational structure continuum from hierarchy to matrix to self-managing teams to clusters
- Discover any relationship limitations inherent in your corporate physical architecture and how to correct them

MISSION AND VISION

- Create a shared vision and mission
- Learn the crucial difference between a vision and a mission
- Create a mission that operates as a flexible "constitution" to guide the organization with a common purpose
- Mission alignment

CORPORATE CULTURE CHANGE

- Rituals for groups that lead to enhanced working relationships and group identity
- Understanding the matrix of cultural variables
- Design a corporate culture that fits what you and your people want

DEEP STRUCTURE INTERVENTIONS

- Organizational metaphors - detect and change harmful ones
- Learn from ancient, small-scale cultures
- Learn strategies to spread values, thinking patterns and behavior consistent with your vision and mission
- Learn how to engender healthy deep structure thinking skills throughout your organization

THE FACULTY

KELLY PATRICK GERLING, PH.D. - PROGRAM LEADER

Kelly Gerling has helped many organizations as a trainer and consultant in leadership, team building and organizational change. Dr. Gerling is President of *The Leadership Project* which offers intensive programs to senior corporate executives for improving leadership by teaching the thinking patterns of top business leaders. He has a Master of Arts degree in Human Relations and a Ph.D. in Clinical Psychology. His mission is to discover and share the universal patterns of thinking that underlie the complex skills of great leaders. As a co-author of the tape series — *NLP: The New Technology of Achievement* (Nightingale-Conant, 1991), Dr. Gerling brings the discoveries in the cognitive sciences to the business world. He is co-author of the forthcoming book; *The Deep Structure of Leadership*. Kelly lives in Greater Kansas City.

CHARLES SHEPPARD - PROGRAM LEADER

Charlie Sheppard is President of *Sheppard Seminars* and President of *The Leadership Project*. He focuses his training on Fortune 100 companies including Wang Laboratories, IBM, McDonnell Douglas, Quantum, CitiCorp and others. His background in corporate sales and management, plus work with start-up ventures, gives a depth of understanding and application to his training. A certified trainer in neuro-linguistic programming, he has been integrating NLP skills with corporations for the past eight years. He specializes in facilitating organizational change programs for executives. He is co-author of the forthcoming book; *The Deep Structure of Leadership*. Charlie makes his home in the San Francisco Bay Area.

MORRIS BERMAN, PH.D. - CULTURE, HISTORY & THE FUTURE

Morris Berman received his B.A. in mathematics from *Cornell University* and his Ph.D. in the History of Science from *Johns Hopkins*. He has taught at several universities in the United States and Canada and has lectured widely in Europe and North America on the themes of personal and cultural change. He is the author of *Social Change and Scientific Organization* (1978), *The Reenchantment of the World* (1981), and *Coming to Our Senses* (1989). His insights and understandings give readers a complex vision of both the past and the future of our culture and our whole planetary society as we enter the 21st century. An interview with him is featured in the August, 1991 *OMNI* magazine. Maury lives in Seattle, Washington.

JUDITH ANN DELOZIER, M.A. - CROSS-CULTURAL ANTHROPOLOGY

Judith Ann DeLozier, is co-author of several books including; *Neuro-linguistic Programming, Vol. I, Turtles All the Way Down: The Pre-requisites to Personal Genius*, and *Patterns of the Hypnotic Techniques of Milton H. Erickson, M.D., Vol. II*. Judith specializes discovering the unconscious, hidden patterns of community and cooperation in tribal, small-scale cultures. Most of her work in recent years has been in Central America and Africa. Her discoveries have their application in corporations for developing corporate cultures that bring about more community, close relationships and a spirit of cooperation. Judy makes her home near Santa Cruz, California.

LARA AMBER EWING, M.A. - RELATIONSHIP AND NEGOTIATION

As a trainer, Lara Ewing has presented programs and consulted with businesses in Australia, Europe, the Soviet Union, Japan, Hong Kong and across the United States. She is a specialist in negotiations and conflict resolution and heads her own consulting company, *Ewing and Associates*. Some of the organizations she has worked with include: Denver Software, Mountain Bell, McDonald's Corporation, CitiCorp and Belgrade Central Hospital of Yugoslavia. Lara lives in the Rocky Mountains near Denver, Colorado.

ARTHUR HULL - TEAM BUILDING

With "Village Music Circles" Arthur Hull has brought the spirit of community into business and corporations through team-building and management training programs. Arthur has worked with many top corporations including the Apple Corporation, Beta Systems, Levi Strauss, Telecom Australia, Sun Microsystems, and General Electric. He has been a member of the faculty at the University of California at Santa Cruz for the last 11 years. Combining rhythm with his background in theater and movement, Arthur creates a unique and fun learning experience that incorporates music, song and dance. Arthur lives in Santa Cruz, California.

MARK JOHNSON, PH.D. - COGNITIVE LINGUISTICS AND METAPHOR

With his books *Metaphors We Live By* (with George Lakoff) and *The Body in the Mind*, Dr. Mark Johnson has established himself as a leader in the emerging field of cognitive linguistics. His doctorate is in philosophy from the University of Chicago. He is professor of philosophy at Southern Illinois University, at Carbondale. He specializes in exploring the relationship between the structures of thinking processes and the many facets of our lives including ethics, morality and decision making. In particular, Professor Johnson charts the metaphoric aspects of human thought and the realities they define. Mark makes his home in Carbondale, Illinois.

STEVE KING - GOLF SPECIALIST

Steve King is a teaching golf pro at *Hillcrest Country Club* in Kansas City. An all-around athlete, Steve excels at several sports. In fact, in 1975, he was the *Big Eight* springboard diving champion. While in college, he took up golf. In 1985 he won the Midwest PGA Assistant Pro Championship. He went on to become Player of the Year in the *Midwest PGA of America* in the same year. His current handicap is two under par. His golf instruction emphasizes both mind and body in pursuing mastery of the game. Steve lives in Greater Kansas City.

THOMAS SAVAGE, PH.D., S.J. - ORGANIZATIONAL LEARNING

Fr. Thomas Savage is President of *Rockhurst College* in Kansas City, Missouri and is a Jesuit priest. He holds a Doctor of Education degree from *Harvard University* and a Master of Arts in public policy also from *Harvard*. He also holds a Master of Arts degree in city and regional planning from the *University of California-Berkeley*. He worked with Roger Fisher in negotiation and conflict resolution with the *Harvard Negotiation Project*, at the *Harvard Law School*. In his consulting practice, Fr. Savage works with boards of directors to create cooperation and enhance leadership. A trained architect and experienced consultant, he specializes in helping leaders achieve a balance in personal, organizational and spiritual values. Thom lives in Kansas City.

PAUL SMITH - TENNIS SPECIALIST

In 1979, Paul Smith was a member of the New Zealand Davis Cup Squad and was ranked number eight in that country. He played for four years as a member of the Wichita State University tennis team. His doubles team was ranked number two in the United States and he was an NCAA All-American. He is the 1991 Missouri Valley Open Indoor Doubles Champion. Currently he is head teaching pro at *Mission Hills Country Club* in Mission Hills Kansas. He has taught tennis since 1979 and was assistant pro for Roy Emerson from 1985 to 1988 in the summers and is certified as a Level 1 USPTA Professional. His tennis instruction emphasizes both mind and body in pursuing mastery of the game. Paul lives in Greater Kansas City.

PHIL WITT - MEDIA

Phil Witt is a professional journalist and has been a news anchor with *WDAF - TV 4* in Kansas City since 1979. A senior reporter handling special reports, he graduated from the *University of Nebraska School of Journalism* in 1974. In addition to his extensive experience as a news co-anchor, he has worked as a news photographer, reporter, weather man, and promotions manager. He has received several journalism awards for coverage of contemporary issues. Phil received a Presidential Citation for his work on youth and employment, and received the 1988 *Youth Advocate Award* given by the *Kansas City Counsel on Youth and Development*. Phil lives in Kansas City North.

THE DEAL

The most important assets that you oversee are your employees and the customers they serve. They are the measure of progress. They are the crucial strategic asset. So in the 1990's, investing in these people is the most crucial key to prosperity. You, as an executive need to do it. And if you want to invest wisely in people, you need to start with yourself.

Why? Because corporate culture trickles down.

The ways that you think and conduct your relationships affect everyone in your organization.

Everything is connected. And as an executive you are in the center. Like ripples radiating from a rock plunging into a pond, your influence spreads to every cove and bay in the organization and beyond . . . improving on the past . . . bringing about extraordinary events in this time of revolution and transformation.

During this program you'll be sharpening the abilities that you have already developed. And most importantly, you will develop and enhance the essential inner and outer qualities that will allow you to fulfill your destiny as a leader.

CRITERIA FOR CANDIDACY

As a Senior Executive, you may qualify for this program if:

- Your Decisions Affect the Organization's Future
- You have 10 Or More Years Of Managerial Experience
- You have the Full Support and Sponsorship of Your Organization
- And You Have An Interest In One Of The Program Sports: Golf or Tennis

THE LEADERSHIP PROGRAM FEE

The program fee is \$9500. This includes tuition, room, meals, all materials, golf fees, court fees, golf balls, tennis balls, and equipment. Just bring your own clubs or racket. Payment is due upon notification of admission to the program.

GUARANTEE

Your complete satisfaction is totally guaranteed. In fact, we are so confident that *Mastering Leadership* will allow you and your organization to achieve the results described in this brochure that, if for any reason you are less than completely satisfied, we will work with you and your organization to do whatever it takes to create the satisfaction you desire.

ADMISSION INSTRUCTIONS

Each program admits 24 participants . . . approximately 12 for the tennis group and 12 for the golf group.

Candidates are advised to send in their completed registration form postmarked no later than March 13, 1992. Because there are only 24 spaces available for each program, we regretfully cannot necessarily admit all qualified candidates.

Your candidate registration form will be reviewed immediately, upon receipt. Your admission to the program will be confirmed within 10 days from the day we receive it. Your tuition is due upon admission to the program.

This program starts April 26, 1992 at 6:00 PM and goes until May 9. (For the dates and locations of future *Mastering Leadership* programs, just call us.)

To become a candidate for this program, *please fill out the enclosed registration form and send it to us.* If a registration form happens not to accompany this brochure, just call or write us and we will send or fax you a form *immediately.*

FOR ADDITIONAL INFORMATION, HERE'S HOW YOU CAN REACH US:

Dr. Kelly Patrick Gerling - President
THE LEADERSHIP PROJECT
5905 Slater Road
Shawnee Mission, KS 66202 USA

Telephone: 913-831-1010
800-788-9877
FAX 913-432-2173

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