

The Courage to Lead

Seizing opportunities; addressing obstacles:
for Executive Level Leaders

Leaders who change the business landscape ask, "What if...?" before they ask, "Why not...?" They encourage others to dream, improvise and innovate – and sharpen their judgement, so they solve the right problems and learn from experience. And they make success a "win-win" rather than a zero-sums proposition.

The Courage to Lead uses The Courage Institute's Action Learning methodology – so executives with a compelling vision of success are better equipped to enable followers to embrace lofty aspirations and solve problems that stand in the way of breakthrough success.

That's the point of...

The Executive Leadership Laboratory

On 26 November 2008, Serena, SafariCom & NationMedia invite you to a team mobilisation laboratory for top business and community leaders about the courage to...

- Unleash the potential of the human spirit operating with a sense of purpose and passion by fostering an attitude of partnership with your people.
- Create passion and pride that inspires followers to take initiative and accept personal accountability.
- Learn to anticipate and plan for the moments of truth when it will take courage to shape, refine and execute your best hopes for the enterprise that you manage and for the community you are building in Kenya.

Workshop highlights:

In a dramatic, engaging and interactive day, we'll equip you to transfer lessons from the workshop to the workplace. The programme includes...

- Pre-work preparation to crystallise your vision and map your stakeholders who can unleash the full potential of your enterprise.
- Skill practice: Business cases showcasing Kenyan success stories.
- Getting from here to there: How to mobilise molecular teams & other change-execution structures
- The pressure/performance curve and how it can help you inspire peak performance.
- Pull-through and execution strategies: Deputising visionaries and early adopters – to set the pace and foster a "can-do" attitude.



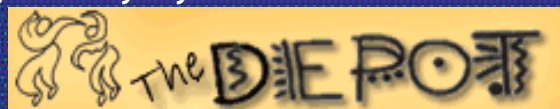
According to one executive sponsor...
"This workshop was exactly the right balance between fun activity and practical business-focused deliberations."



THE COURAGE INSTITUTE

Building courage to lift business performance™
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brought to Kenya by...



& by conference
convenors...



SERENA HOTELS



Register for this executive workshop TODAY @ www.courageinstitute.org or by ringing +254 20 4455000 (in Nairobi)

The Courage to Lead

Ennobling courage to lift business performance.
Empowering mid-level leadership

The courage to act can be cultivated – with leadership that awakens spirit, imagination and initiative and that focuses people on the difference they can make with the work they do. That is the point of...

The Emerging Leaders Laboratory

On 27 November 2008, Serena Hotels, SafariCom and NationMedia invite you to a team mobilisation laboratory for mid-level emerging business & community leaders to...

- Execute change – to make your organisation “first in class” or “best in class” rather than a “me-too” player
- Understand why most strategic imperatives and large-scale change initiatives fail – and how you can be a success story rather than a statistic.
- Build initiative and a sense of urgency
- Deal with fear or avoidance by ennobling reluctant partners and lifting them to a higher level than the one they would choose for themselves



Workshop Highlights:

- Identify a challenge you need to solve that requires you to raise tough issues or ask colleagues to stretch beyond their comfort or strike zones.
- **Early/late adopter dramatisation:** Resistance to change is not inevitable and is not always negative. Learn what it takes to mobilise early vs late adopters to embrace new ways of working.
- **Empirical research on the 5 Courage Factors:** How to build a high-courage/high-performance partnership with early and late adopters, instead of a partnership based on entitlement, power or security.
- **Team problem-solving activity:** for thought-leaders to mobilise early and late adopters
- **Stakeholder maps:** Change is executed fastest with courage to mobilise flat, molecular networks – rather than relying on chains of command. Who should join your network?
- **Case study:** What we can learn from King Sejong the Great about influence that ennobles communities to learn, stretch and develop – and achieve extraordinary results quickly
- **Simulation activity and skill practice:** The courage to ask others to step up and assert thought-leadership, without giving away your power or credibility – and the courage to assert know-how that is mission-critical, even before it is requested
- **Application roundtable and Diversity dialogues:** Ennobling reluctant or fearful stakeholders to trust your thought-leadership, when what you know can make the key difference
- **The high-courage imperative:** How to inspire pride and avoid hierarchy blindness
- **Workplace pull-through and execution strategies:** mobilising support effectively.



About your workshop leaders



Dr Merom Klein wrote the book about courage, change and working in a flat, matrix organisational structures. His work, *The Courage to Act*, published by Davies-Black in North America, describes the 5 inner strengths (candour, purpose, will, rigour and risk) that equip teams to succeed when the going is tough and the path forward is uncharted.

Merom has nearly 30 years of research, consulting, executive coaching, action-based leadership, team mobilisation experience with world-class corporations, entrepreneurial businesses and military and civilian agencies. He earned his PhD in organisational psychology in the US.

Dr Louise Klein has over a decade of experience sharpening the diagnostic skills and practical success of executives who are ennobling their teams to lift performance. A native of Canada, Louise earned her PsyD in the US before moving to Israel and co-founding The Courage Institute.



Merom and Louise are known for workshops that are highly interactive, fun, spiritually uplifting and pragmatic. They have advised clients like GE, ARAMARK, Sunyong, EPIX, Merck, Sanofi-Aventis, GSK, Johnson & Johnson, Aetna, Regence, NASA, Intel, Banque Paribas, ITI, Norsk Hydro, Rafa"el and military and civilian agencies in the US, Canada,



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