

Dates

June 20 - 25, 2010

Location

Chaminade Resort,
Santa Cruz, CA

Application Deadline

April 26, 2010

Tuition

\$13,000 USD

Price subject to change.

INTERPERSONAL DYNAMICS FOR HIGH-PERFORMANCE EXECUTIVES

As senior executives ascend the management ladder, many find that the soft skills of leadership constitute their hardest challenges. Furthermore, most executives have come to rely on a familiar set of behaviors and skills. Recent data shows that top-performing leaders exhibit high emotional intelligence; they are able to adapt interpersonally and thrive in a diverse range of situations. Based on two of the Graduate School of Business' most popular and long-standing courses, this program's unique T-Group (Training Group) methodology and 12:1 student-faculty ratio provide a highly personalized learning experience for each participant. In this highly interactive program, senior-level executives learn how to engage in productive interpersonal exchanges, assess the impact of their own behaviors and leadership styles, and excel at creating more powerful, professional relationships in a variety of contexts.

KEY TAKEAWAYS

- Skills for developing, managing, and adapting personal style and behavior to a wider range of constituents for more effective leadership
- Frameworks and practice for inviting and providing feedback that strengthens performance and relationships
- Application plans for participants to apply the program learnings to their own specific work situations and to commit to a set of concrete implementation goals
- Optional follow-up coaching within two months of the program to help participants implement their application plan
- Practical tools that you can immediately apply based on the personalized Leadership Questionnaire

WHO SHOULD ATTEND

This program is designed for senior-level executives and general managers with at least seven years of management experience. It is appropriate for executives from organizations of any size and in any industry.

CONTENT OVERVIEW

As a business leader, you live in an increasingly interdependent world where you need others to get your work done. As you move up the leadership hierarchy, "command and control" no longer works as the major source of power—the ability to influence others becomes the determining factor for success. This workshop focuses on improving your emotional intelligence via the T-Group methodology. In small, experiential group settings, you will observe how your individual behavior affects others in real time, customize your learning based on those observations, practice key leadership skills with peer feedback, and experience the power that comes from being more fully yourself while becoming more effective. The afternoon application sessions transfer learning directly to the participant's work situation. Class size is limited to 36 participants (divided into T-Groups of 12) to ensure maximized interaction with faculty and peer teams.

A Leadership Questionnaire is distributed to each participant's colleagues and direct reports before the program. Participants then use the results to develop their own leadership action plans tailored to their personal objectives and the needs of their companies.

This unique program, hailed as nothing less than transformative, was developed from 30 years of work by faculty director, David Bradford, and his colleagues. Now business executives will have the opportunity to benefit from this personally rewarding experience.

www.gsb.stanford.edu/exed/ipd



SAMPLE DAILY SCHEDULE

- ① **Breakfast**
- ② **Morning Session I**
Power of Feedback
- ③ **Morning Session II**
Training Group (T-Group)
- ④ **Lunch**
- ⑤ **Afternoon Session**
Application Session: The Power of Authentic Leadership
- ⑥ **Dinner**
- ⑦ **Evening**
Training Group (T-Group)
Work on individual application plans

"I learned so much about how I can develop my emotional skills to further develop my leadership skills. The concepts are simple, but extremely powerful. The week-long program was amazing and very revealing to me on a personal and professional level. I will continue to use these skills for the rest of my life."

* BRIAN FRANTUM / FORMER VICE PRESIDENT, CORPORATE CONTROLLER / TERRA INDUSTRIES INC.

HIGHLIGHTED SESSIONS

The Power of Inquiry and Feedback

Leaders often hire others for their potential, so developing their teams' abilities becomes a crucial task. One of the most powerful tools in this regard is the effective use of feedback. In this session, faculty will introduce participants to, and give them an opportunity to work with, a model to strengthen their competency in giving and receiving regular, specific, face-to-face feedback.

The Power of Influence

Influence is the key to getting things done in today's organizations. Work is becoming more complex and interdependent. Leaders need others for information and resources, as well as their cooperation to implement solutions. Increasingly this involves having to influence peers, both within departments and across business units. This session will provide participants with conceptual models, tools, and experiential activities that strengthen this critical leadership skill.

FACULTY DIRECTOR



David L. Bradford, the Eugene D. O'Kelly II Senior Lecturer in Leadership, Emeritus, Stanford Graduate School of Business, teaches and conducts research on leadership and the characteristics of high-performance teams at the executive level. He is the coauthor of several widely recognized books, including *Power Up: Transforming Organizations Through Shared Responsibility Leadership*, *Managing for Excellence*, and *Influence Without Authority*.

OTHER STANFORD BUSINESS SCHOOL FACULTY

Mary Ann Huckabay, Lecturer in Organizational Behavior, focuses on micro-organizational behavior: the dynamics of small groups and interpersonal effectiveness. Her emphasis on integrating the organizational and the personal runs through the Interpersonal Dynamics course, as well as the Group Facilitation Training Program and the Women in Management Student Group Program, for which she is faculty director.

Carole Robin, Lecturer in Organizational Behavior, has been an organization development consultant for over 20 years, working with a wide range of business, government, and nonprofit clients, and specializing in leadership development and executive coaching, strategic visioning, and executive team building. She has consulted to organizations ranging in size from startups to global and Fortune 500 organizations.

WHY STANFORD?

The Executive Education programs at the Stanford Graduate School of Business propel individual careers and deliver lasting value to organizations that sponsor participants. From open enrollment offerings to customized learning experiences, we continue to transform today's executives into tomorrow's innovative global business leaders.

Over its nearly 80-year history, the Stanford Graduate School of Business has earned a reputation as a global leader in management education. Our faculty, which includes three Nobel laureates, distinguishes itself by focusing on world-class business research and engaging teaching. At the same time, our 30,000+ alumni and former executive program participants lead some of the world's most prominent and promising organizations, from Global 500 businesses to forward-thinking nonprofit enterprises to pioneering startups. In the words of a past executive participant, "Stanford is a place of non-stop learning."

CHAMINADE RESORT, SANTA CRUZ

Built high on a bluff, this stunning 300-acre retreat commands a panoramic view of the Monterey Bay and the Santa Cruz Mountains. Chaminade's beautiful setting promotes balance in living and learning. The San Jose International Airport is located 40 minutes from Chaminade, and the San Francisco International Airport is 90 minutes from the facility.



TYPICAL PARTICIPANT MIX

Industry

16% Entertainment, Leisure
13% Software
7% Accounting
7% Education
6% Pharmaceuticals, Health Care
5% Chemicals
5% Petroleum, Oil, Gas
5% Telecommunications, Information Services
36% Other

Geographic Origin

65% North America
11% Europe
10% Middle East, Africa
8% Australia, New Zealand
4% Asia
2% South America

Job Function

52% General Management
12% Sales, Marketing
10% Finance, Accounting
8% Human Resources
8% Research, Development
5% Information Technology
5% Operations, Production

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