



## **The Conference Board Leadership Experiences** Executive development for you and your team



**Great leaders seek out experiences that take them out of the familiar and help them see themselves differently**

- Learn to clearly communicate strategy
- Create the conditions for personal and organizational success
- Drive complex, cross-cultural and diverse initiatives
- Encourage speed, flexibility and adaptability to change
- Stimulate innovation and creativity



As a successful leader, you have likely completed a diverse menu of classes, trainings and workshops. For seasoned professionals, getting to the next level is not about skill development or competence, but mastering the art of leadership. This capability is far more elusive and demands an innovative approach.

By engaging in unfamiliar experiences, you can unlock the single greatest asset you have for becoming a more effective leader: new insights. Instead of listening to a lecture on leading through crisis, travel to the Johnson Space Center and re-live the triumphant return of Apollo 13. Instead of talking about coaching, be coached in such sports as Paralympic volleyball and hear directly from athletes and Sports Scientists at the US Olympic Training Center.

Inspire and engage your heart, body and mind with the stories of Olympic athletes, astronauts and great leaders of history.

Designed to focus on your individual, team or organizational challenges, our programs help you to discover how leaders succeed and fail.

There are several options available for yourself, your team and your organization.

- **Open programs** – offer the chance to meet other senior executives from across industries and functions.
- **Teams or cohorts** - each of our programs can be tailored to the unique needs of your organization.

### Our leadership programs feature several advantages over traditional approaches:

- *Emphasis on experiences.* Human beings are wired to make sense of the world through stories. By immersing yourself in the successes and failures of other leaders, gain new perspectives.
- *Focus on real business challenges.* The Conference Board is not an academic organization, but instead turns to business leaders in our extensive network to pinpoint strategies that work not just in theory, but practice.
- *A portfolio of offerings.* Each of our programs looks at leadership through a unique lens. You can explore how to cultivate innovation through our Apollo experience, and how to lead your team to peak performance through Team USA. Pick what is right for you and build on your experiences over time.
- *A different level of conversation.* Our programs expose you to people and perspectives you would never ordinarily encounter. Expand your network while you expand your thinking.
- *Tailored and customized options.* We believe that agility and innovation go hand-in-hand. Any of our programs can be tailored to your unique business challenges, and we can go further to create a fully customized, original program for your team.

For more information, contact **Jeff Jackson** at +1 516-554-5599 or [jeff@experiencetolead.com](mailto:jeff@experiencetolead.com) visit [www.conferenceboard.org/leadershipexperiences](http://www.conferenceboard.org/leadershipexperiences)





## Customized Team Experiences

All of our Leadership Development Experience programs can be customized to align with your team and organizational goals. By combining your unique culture, challenges, and goals, we work with you to shape a program to help your team tackle critical issues, overcome obstacles, and move your organization forward.

### Program design: planning for the outcome

During the planning stage, we integrate our expertise with your objectives to create a custom experience. Some of the topics we have covered include:

- Responding to a merger
- Succession planning
- Developing future leaders
- Implementing a new organizational strategy
- Team-building
- Motivating employees to deliver on the organization's mission
- Working across departmental and geographic lines
- Developing global leadership capabilities

Based upon planning discussions and interviews with stakeholders, we review module options, go through specific case studies/situational analyses to tailor the program content. Our development team works with you to identify key outcomes related to your specific objectives, challenges and/or competencies. Action plans are developed that will be incorporated into breakout sessions.

### Program design: gaining consensus and alignment

By co-designing and distributing an attendee survey, in advance of the program, we work with you to get a clear understanding of each participant's expectations and their most pressing personal, team and organizational leadership challenges.

### Program delivery: creating relevance

To create relevance with your specific business challenges, our facilitation team integrates the results from the attendee surveys and the planning discussions into the program's key learning objectives. We facilitate the modules, case studies and situational analyses to focus on these specific learning objectives. The Conference Board will also incorporate relevant research into the program. For accountability, personal commitment forms are distributed and completed during the final breakout session.

### Program follow-up

As part of the action planning, The Conference Board follows up with participants after the program to check in on their personal commitments. In addition, a program evaluation is conducted through questionnaires and, if appropriate, individual phone interviews.

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## The Apollo Program

### Discover how to lead when failure is not an option

Imagine you have been given a mandate by your CEO to lead an organization you know little about. How would you build your management team?

What if a colossal mistake happened under your watch? How would you get your team back on course?

In the face of a completely unexpected turn of events, could you lead your organization to its finest hour?

These were not hypothetical questions during the 10-year period when America built its space program—a time of unprecedented innovation, the achievement of one of the world’s most memorable moments, and a near -disaster that profoundly tested NASA’s leadership and culture.

The Conference Board Apollo Leadership Experience provides unique access to the Johnson Space Center in Houston and the Kennedy Space Center in Florida. You will go behind-the-scenes to learn how leaders who changed the course of history stayed calm under extreme stress, created technology where none existed before, and led their teams from crisis to triumph.

### You, your team and your organization will be better equipped to:

- Articulate a clear picture of success to help your team work toward a common goal
- Cultivate the agility to inspire confidence and turn setbacks into opportunities
- Understand how to create an environment that inspires both radical and incremental innovation
- Understand when to “step up” and “step back” to bring out each member’s leadership abilities
- Cope with a climate of uncertainty in which resources, challenges and priorities are likely to change

*...Being on site at NASA and the Houston Space Center, and using the Apollo experience to profile and discuss leadership approaches, was both engaging and very relevant to current business issues... I was able to reflect on lessons learned through the Apollo era and outline leadership strategies for both my team and organization going forward...*

**Laurie Brubaker**

Senior Vice President Pharmacy  
Aetna Inc.

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## Battle of Gettysburg

### Communicate clarity and conviction to enroll people in your mission

In one of the most powerful displays of character in American history, a leader takes a creative, bold approach to an impossible situation—and wins.

Two strong-willed leaders talk past each other, famously demonstrating the costs of muddled communication around key strategy.

A critical opportunity to seize strategic advantage slips away, due to a weak directive that leaves too much open to interpretation.

These are among the moments that decided the future of a country, leaving behind stories whose drama and insights have never lost their power to provoke emotion and debate.

During our Gettysburg Leadership Development Experience, you will encounter both exceptional resolve and self-interest; you will examine the impact of taking responsibility for failure and the failure to seize the moment.

While Gettysburg has long been visited and studied, The Conference Board focuses on the moments most relevant to you as a business leader, prompting rich discussion of your most pressing challenges.

Our 1.5-day Gettysburg condenses the most memorable and instructive moments from these pivotal days in American history. Our 2.5-day Gettysburg provides additional time for peer coaching, debriefing and reflection.

### You, your team and your organization will be better equipped to:

- Ensure consistent and clear communication of your strategic intent throughout your organization
- Think strategically as a tactical leader and act tactically as a strategic leader
- Define competing priorities as critical versus important
- Go beyond succession planning to succession readiness by preparing to function effectively with, or without, its' top leaders
- Recognize opportunities worth seizing, even when they stretch resources

*The two days spent on the Gettysburg battlefield provided immediately applicable lessons that have become core to how my team plans, interacts, and executes for success. Put simply, The Conference Board Gettysburg has provided a common language and approach for communicating and decision making.*

**Deb Affonsa**  
Senior Director  
Operational Strategy and Transition Management  
PG&E

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## D-Day at Normandy

### Gain insights into managing complexity and navigating the unexpected

In the face of a major logistical challenge, the Allies built their own port and brought it to the shores of battle, an innovation that holds lessons about seeing past the impossible.

D-Day required coordination among diverse countries, cultures, leaders and teams, a story with parallels to today's multi-national corporations and complex supply chains.

Despite unprecedented planning, everything that could go wrong—from the weather to critical communication—often did. D-Day shows how the smartest planning prepares you to respond in the moment.

The stories of D-Day will make you reconsider what you thought you knew about managing complexity, responding to fast-changing circumstances, and never giving up. Beyond its place in history, Normandy was a profound test of leadership, yielding insights that remain highly relevant today.

During the D-Day at Normandy Leadership Development Experience, you will walk in places where feats of courage came up against the limits of planning, and leaders faced split-second, life-or-death decisions amidst chaos and carnage.

The power of these stories means you will gain new perspective on much more than history, but your own organization, leadership style, strengths and challenges. As you put yourself in the position of leaders who made decisions under intense pressure, you will engage in rich discussion combined with moments of reflection to foster even deeper insights.

### You, your team and your organization will be better equipped to:

- Remain focused on strategic priorities, recognizing the difference between the critical and the important
- Inspire commitment, creativity and purpose when your organization faces losses or multiple challenges
- Balance the need for clear plans with flexibility in implementation
- Be empowered to take the initiative in support of your organization's strategy
- Create an organizational structure to manage complexity across geography, departments, cultures and teams

*The lessons learned from the Normandy Leadership Experience reconfirmed for me that effective strategy and execution are key, as are enabling and empowering teams, active leadership by example, and creating an environment to succeed.*

**Katharina Auer**

Head of Global Internal Communications  
AstraZeneca

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## Team USA Leadership Experience

### What does it take to create a culture of high-performance?

An elite swimmer suffers an injury that leaves him forever changed - testing his ideas of what is possible.

A coach makes the wrong call in the game for the gold—disrupting his players' focus in the final minutes. An athlete who aspires to an individual medal sets aside personal ambition to lead a team whose coach has died in a tragic accident.

These are the kinds of moments that define a life and a career, holding the potential for either failure or greatness. They also hold enormous relevance to executives who face defining moments every day and must lead their teams in an increasingly competitive environment.

The Conference Board is now offering an opportunity not just to study such moments, but to experience them firsthand.

Gathering at the US Olympic Training Center in Colorado Springs, executives will meet athletes, coaches and sports scientists who know how to push beyond limits, tap unknown reserves of resilience, and master the challenges that come from competing to win.

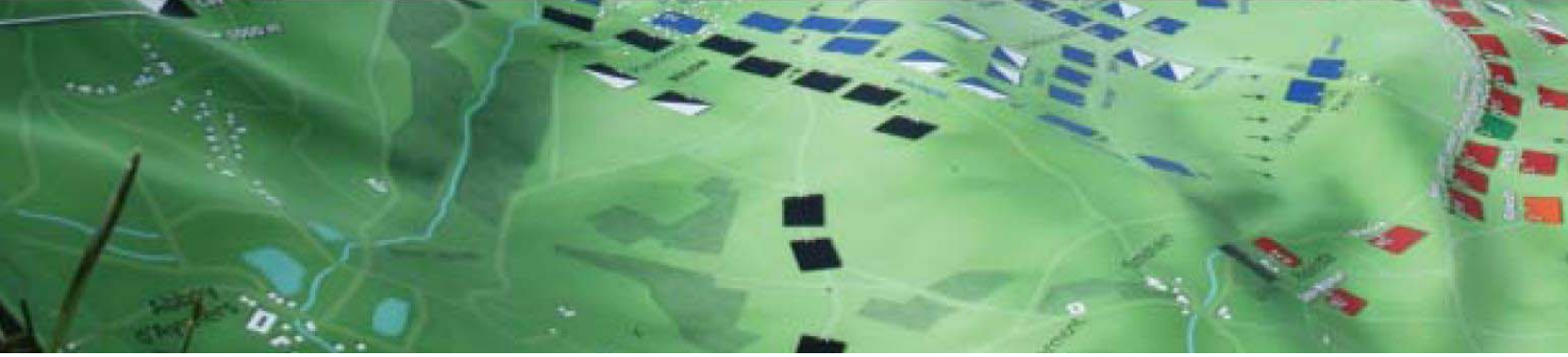
In addition to hearing athletes' stories, participants will confront their own personal and team challenges as they try out such sports as Paralympic volleyball and air rifle shooting.

Traditional leadership conferences may talk about the need to step outside your comfort zone; we will have you experience what that feels like.

### You, your team and your organization will be better equipped to:

- Cultivate trust and resilience to overcome obstacles and gain the extra edge to push performance to the next level
- Reframe perceived limitations to discover new sources of strength
- Find focus and “stay in the moment” in high-pressure, time-sensitive situations
- Identify the positions that most impact the execution of your strategy and move “A” players into them
- Maintain organizational resilience and clarity of purpose

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## Battle of Waterloo

### Understand how to hone your leadership style to maximum advantage

Is there a danger in being too charismatic? What is the line between a visionary and an autocrat?

Are you confident that you have conveyed your goals—clearly and compellingly—to those at least two levels down?

Could your direct reports articulate that vision in a consistent way?

These are among the questions raised by our Battle of Waterloo Leadership Experience, which walks you through the journey of two men on the cusp of greatness and ultimate defeat. You will see aspects of yourself in both the Duke of Wellington and Napoleon Bonaparte, whose stories will challenge you to examine your own leadership style and fine tune it to become even more effective.

The relevance of events from two centuries ago will convince you that the most important element in business—the human capacity to lead—remains unchanged amidst technological and global change. Napoleon still stands as one of history's most famed leaders. His final chapter will make you think about how the very traits that serve you in one situation may not serve you in another.

### You, your team and your organisation will be better equipped to:

- Clearly inform your team of your intent, which includes both what you aim to achieve and why it is important
- Delegate authority without becoming detached from the decision-making process
- Understand how different scenarios call for different leadership styles, from the democratic to the people-oriented to the transformational
- Recognise competitive advantage involves a considered understanding of the battlefield terrain.
- Understand why strategic agility is so crucial in light of ever changing conditions.

*The Waterloo training gave us interesting insights on military theories and possible parallel with the corporate world. Unique set-up with more 'field work' than class-room time! Mission Command principles helped the team to refocus on the essentials, especially during crisis times. Passion, expertise and diversity from the Corporate Battlefield staff allowed us to regain motivation, put things into perspective, and provided a spot-on feedback session. Great lessons to be learned.*

**Bernard Lang**  
Finance Director  
Lilly

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