

# The New Leadership™

A PROGRAM DESCRIPTION

## Innovative Training for Leaders at Every Level of Your Organization

*“Some time after restructuring,  
but before reengineering and  
reinvention, you accepted the  
new dizzying truth: that the  
only constant in today’s world  
is exponentially increasing  
change.”*

—*Fortune*, 1994

The new era of change has challenged leaders to embrace new concepts and master skills not provided by traditional leadership training.

*The New Leadership* prepares your executives, managers, supervisors, team leaders, and project leaders not only to cope with change but to harness the power of change to achieve key organizational objectives. Drawing from the best leading-edge theories and models of how effective leaders behave, this training program helps leaders at all levels to

- Support and sustain innovation, redesign, reengineering, and organizational improvement efforts
- Discover how to get your organizational culture working for you, not against, leadership’s efforts
- Eliminate bureaucratic bottlenecks by giving people access to the information and resources they need to pursue the right goals and make the right decisions
- Understand the types of pressure that increase or decrease your organization’s overall performance
- Focus and align your organization around critical goals and objectives

As they proceed through the program, participants revisit their leadership goals and develop action plans where appropriate.

### Program Materials and Services

*The New Leadership* training materials and services include a participant workbook, a facilitator manual, and executive consulting. The program is organized in components that can be used flexibly to complement your existing leadership development efforts.

Key content areas include

**“Living with Ambiguity”**—Participants learn “new-science” metaphors for understanding their leadership role: the interlocking of chaos and order, the way complex systems replicate themselves, and the kaleidoscopic nature of reality itself.

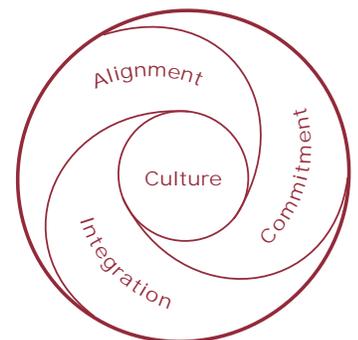
**“Culture: Passenger, Navigator, or Architect?”**—Participants look at the dynamics of beliefs, values, and assumptions in their own organization, discover how the organizational culture helps or hinders their efforts, and see where their leadership goals or culture needs to be altered to achieve success. Participants consider whether they are passengers, navigators, or architects with respect to their organizational culture. If they see the need to play a new role, the skill building provided in the rest of the program will help them do so.

**“Alignment: Creating a Common Reality”**—Participants learn tools for developing a sense of purpose and aligning internal groups that may have very different perceptions of reality. They also explore methods for communicating that purpose effectively, using cultural symbols and symbolic behavior.

**“Commitment: Franchising High Performance”**—Participants define what types of pressure increase or decrease performance, and learn how to remove fear by expanding security zones and negotiating franchise contracts to share risks and rewards.

**“Integration: Helping People Connect”**—Participants discover the value of information as a driver of behavior. They learn how to encourage order; where and how to take advantage of change; and how to lead through relationships by building networks, seeking the right combination of individuals to work together as a coalition, and facilitating a best consensus even among the most diverse individuals and groups.

*Three critical skill areas influence culture and the leader's ability to transform it or work effectively within it.*



Take charge of change with The New Leadership™. For more information and a list of ODI's upcoming seminars and briefings, please call 1-800-ODI-INFO.

## About ODI

ODI, an international management consulting, research, and training company, has been helping organizations manage change, improve quality and productivity, and enhance customer satisfaction since 1970.

More than 200 experienced professionals stand behind ODI's consulting services and training programs, which have been used by over 2,000 organizations around the world.

American Express Bank, Arthur D. Little, Asea Brown Boveri, AT&T, BellSouth, Chevron, Federal Aviation Administration, Federal Express, Grumman, Hybritech, L.L. Bean, Lufthansa, Medical College of Virginia Hospital, Moore Business Forms, Nestlé Foods, Olivetti, Overlook Hospital, Phillips Petroleum, Texaco, Union Carbide, UNUM, and the U.S. Coast Guard are among the leading organizations served by ODI.

