



Breakthrough Leadership Program

Program Overview

The BLP is designed to be a powerful catalyst and premier learning opportunity to position participants to drive innovative and strategic action, foster organizational change, inspire others through leadership effectiveness and create real business value.

Participants will walk away from the BLP learning journey with best-practice tools and frameworks that they can apply to business challenges, enhanced capabilities to lead organizations and teams, new perspectives on problem solving, decision making and organizational communication and increased self-awareness of their individual leadership contribution to advance organizational performance.

Who Should Attend

The BLP is designed for the high-potential emerging leader, a new executive or the seasoned entrepreneur who are positioned for greater leadership responsibility and strategic impact for their organization. Participants will be from diverse industries, functional specialties and career backgrounds that possess the drive and determination for personal and professional growth.

Program Fees

Program fees include the following:

- 5.5 days of leading-edge instruction by nationally reputed experts in their respective fields
- A structured Individual Action Learning Project – the Individual Leadership Change Challenge (ILCC)
- Administration of an individual leadership 360 assessment and 1-hour follow-up coaching session
- A team simulated change leadership experiential learning opportunity
- Program materials and Learning journals
- All meals on the Program
- A graduation ceremony reception and dinner to include a VIP Company Leader

Program fees do not cover travel and lodging.

Program Logistics

Program Dates | **September 17-22, 2017**

Location | **Gilkey Center for Executive Education, University of Montana**



Key Content and Learning Objectives

Individual Leadership Change Challenge (ILCC)

- Undertake an ILCC of strategic importance to the organization.
- Engage with peers in a Marketplace of Ideas (MOI) ideation session to hone scope on the challenge and opportunity.
- Build on new knowledge, perspectives received from BLP learning to problem-solve and action-plan ILCC.
- Gain a Peer Accountability Partner to support goal achievement post BLP.
- Consolidate learning for ILCC culminating in a MOI peer networking session and prepare for presentation to senior leadership.
- Follow-through ILCC to recommend strategic change back in the workplace.

Fostering Innovation & Strategic Agility as Drivers of Growth

- Understand and apply a strategic planning framework to identify organizational strategic initiatives.
- Prioritize these initiatives in pursuit of longer-term value and growth while balancing short-term operational requirements.
- Develop a set of tools to undertake incremental and transformative innovation including scenario analysis, idea generation and risk assessment exercise(s) to make decisions that create real value.
- Learn how to adopt a strategically agile mindset to adapt to a volatile, uncertain, changing and ambiguous external environment.

Managing Organizational Change

- Understand and apply a proven change management model.
- Appreciate and learn how to manage resistance to change in self and others.
- Learn to align stakeholders and guide teams, selecting the right implementation tactics at the right times to successfully transform the organization.
- Apply frameworks and tools for leading change in a simulated organization in order to translate general principles into specific tactics and decisions.
- Gain perspective and insights from executive leaders that have managed a significant change process and frame their lessons learned for ILCC.

Driving Customer & Stakeholder Focused Innovation

- Appreciate the power of big data for organizational innovation.
- Utilize value-drivers to address innovation from the customer's/user's perspective.
- Understand and apply how an organization can move from a simple analysis to create deeper insights regarding customers and innovation.
- Recognize the challenges organizations face in becoming data driven, including budget challenges, personnel, and data needs.
- Influence a data-driven decision-making organizational culture, specifically aligned to new markets and stakeholder needs.

Leading for High Performance

- Learn how to accelerate leadership during times of change.
- Understand that 'what got you here will not get you there' in organizational, team and individual development.
- Accelerate own and team development through a talent development learning curve (the Pit of Success).
- Understand how 'you show up'. Identify micro and macro behaviors that impact leader's ability to own power and create influence.
- Explore ways leaders create connections and distance in managing relationships.
- Define a new leadership dashboard for role as Change Leader.

Mastering Leadership

- Understand individual leadership effectiveness using The Leadership Circle Profile 360 assessment that measure leadership competencies with the underlying motivating habits of thought.
- Shine a light on underlying internal assumptions that drive current behavior and have access to new choices and possibilities
- Enhance self-awareness of your strengths, development challenges and the alignment of leader role to organizational needs.
- Receive 1-hour post BLP coaching session to better interpret assessment results and progress individual leadership development.
- Build on the ILCC action-plan with leadership effectiveness data to influence and create organizational change.

Mapping Strategic Networks for Success

- Understand network properties that contribute to personal and career success and how they drive advantageous outcomes.
- Map own career network identifying personal strengths and shortcomings that are preventing the strategic changes required for success.
- Create a personal network strategy to overcome common obstacles that people experience in building their career networks and incorporate action plan into ILCC project.

Learning Community

Experience this learning journey with a diverse network of peers and share perspectives, experiences, case examples and different approaches to aid each other's personal brand for leadership success. Enjoy a spirited camaraderie that leads to deep and lasting connections.



Faculty



Jim Austin

President, JH Austin Associates

Mr. Jim Austin is President of JH Austin Associates and Principal Consultant specializing in strategic planning, organizational change, strategy execution and new business growth. Previously a Senior Principal with Decision Strategies, International, Jim led numerous scenarios for the future projects for clients including the American College of Radiology, Volunteers of America and Southeastern Credit Union. A previous senior executive at Baxter Healthcare and current Adjunct Faculty in the Department of Health Systems Management at Rush University, Jim published his first book *Leading Strategic Change in an Era of Healthcare Transformation* in 2016. Jim maintains affiliate faculty status with Duke CE, Wharton Business School and Aresty Institute for Executive Education where he teaches executive-level seminars on Strategy and Decision Making. He holds a BA in Economics from Yale University and an MPA from Princeton University.



Lou Centini

CEO, LJ Centini & Associates
Visiting Faculty, Darden School of Business
University of Virginia

Mr. Lou Centini is the CEO of LJ Centini & Associates, and a Visiting Faculty member at Darden School of Business at the University of Virginia. He supports organizations and executives in achieving their aspirations by providing independent consulting services in the areas of strategy, leadership, change management, innovation, and designing and teaching executive education programs at the Darden School of Business, other leading universities, and companies. Recent company clients include United Technologies, State Farm Insurance and Genworth Financial.



Theresa Floyd

Assistant Professor, SOBA
University of Montana

Dr. Theresa Floyd is an Assistant Professor in the Department of Management and Marketing at the University of Montana. Theresa's research interests include social network theory and analysis, social cognition, social influence, and the effects of organizational change on organizational identification and attachment. She is particularly interested in how psychological processes operate within organizational social networks. Theresa earned a Ph.D. from Gatton College of Business and Economics at the University of Kentucky in 2014. She earned undergraduate and Master's degrees from Syracuse University. Prior to her doctoral studies, Theresa worked in retail merchandising for industry giants such as Gap and PetSmart.



Dave A. Jennings

President, Business Acumen, Inc.

Dr. Dave Jennings is expert in leadership and change. He focuses on helping leaders succeed beyond their experience. Dave has worked with leaders in 23 countries with such companies as Salesforce.com, Schneider Electric, Deloitte, ExxonMobil, Panasonic, Hewlett-Packard, Intel, and Microsoft. His leadership articles and commentary have been featured in *The Washington Post*, *Forbes*, *Fox News Radio*, and *Thestreet.com*. He is author of *Catapulted: How Great Leaders Succeed Beyond their Experience*. Dave has a PhD in Sport Psychology, with an emphasis in Organizational Psychology.



Stacy Maloney

Director, Change Initiatives
Gap Inc.

Ms. Stacy Maloney is a Director of Change Management at Gap, Inc. During her eleven years with Gap, Inc., Stacy has held leadership positions across Banana Republic, Gap and Old Navy in Buying, Inventory Management and Store Leadership. Stacey has extensive experience in teaching and training, in areas such as public speaking, interpersonal communication, business forecast theory, and customer service systems. Prior to moving to San Francisco, Stacy lived and worked as a Buying Manager for the Grand Teton Lodge Company in Grand Teton National Park in Wyoming. Ms. Maloney received a B.A. in Communications and Political Sciences from the University of Montana, and her MBA from the University of Wyoming.



Kate McGoldrick

Executive Director, Montana iLEAD
University of Montana

Kate McGoldrick is Executive Director for the Montana Institute for Leadership, Entrepreneurship, Action-learning and orgDevelopment (iLEAD). Kate has 15 years of experience in leading university-based executive education within the graduate business schools at the University of Western Australia, Simmons College in Boston, and the University of North Carolina. She is an expert in organizational learning and development, executive coaching, action learning consulting and women's leadership development. Kate holds an MBA from the University of Western Australian and ICF Executive Coaching Certification from Georgetown Institute for Transformational Leadership. She is accredited and utilizes several 360 degree leadership assessments (TLC, LPI, Benchmarks) and team-based profiles (MBTI, Insights) in her client work with senior leaders and teams.



Jakki Mohr

Regent Professor of Marketing
University of Montana

Dr. Jakki Mohr is the Regents Professor of Marketing and the Poe Distinguished Faculty Fellow at the University of Montana. Jakki's specialty is marketing of technology and innovation. Prior to joining the University of Montana in 1997, she was an assistant professor at the University of Colorado, Boulder. Earlier, Jakki worked in Silicon Valley for Hewlett-Packard's (hp) Personal Computer Group. She works with a wide variety of companies, organizations, and universities addressing successful strategies for the commercialization of scientific inventions. Her recent work at the intersection of business and the environment focuses on ecological restoration and business practices, an area of increasing importance internationally. Dr. Mohr received her Ph.D. in Marketing from the University of Wisconsin-Madison.

