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Developing healthy organizations and strong leaders since 1968

## Overall Approach to Levinson Seminars and Consulting

The groundbreaking work at Levinson and Co. centers around three principal areas: helping individuals to enhance their working effectiveness; improving the focus and productivity of work teams; and developing highly adaptive—yet accountable—managerial leadership systems. Levinson faculty members regularly consult worldwide to executives and to companies of all sizes. They have helped integrate and implement many successful corporate reorganizations resulting from rapid growth, acquisitions, mergers, and consolidations.

Embedded in The Levinson approach—and in each of its seminars—is a consistent set of leadership principles and practices that reinforce common sense and establish a strong basis for trust, fairness, and mutual respect. In all its executive-education programs, Levinson and Co. is firmly committed to building healthy work environments and effective business organizations that deliver fully on their potential.

### **On Leadership Seminar** (Offered October 1-6, 2017; November 12-17, 2017; March 18-23, 2018; and May 6-11, 2018)

The enduring principles about human behavior taught in **On Leadership** have created mature and wise managers—and extremely successful change leaders—for four decades. In **On Leadership**, participants learn to accurately read and successfully navigate people problems and opportunities. They become skilled at engaging and harnessing the intrinsic motivation and enthusiasm of their teams. And they learn how to capture the energy released during organizational change and convert it into a desire for new challenges. Participants learn to master the competing aspects of their leadership roles—the personal and the accountable.

**On Leadership** builds a coherent and straightforward model and immediately useful tools, building upon topics such as what makes people tick, the psychological contract, the nature of accountability, mastering organizational change, the practice of leading, and leading under fire. It uses state-of-the-art teaching methods to ensure relevance, active learning, and rapid skill development.

Participants present “live” people cases, which they bring from their current workplace. They explore, diagnose, and resolve these dilemmas in groups of six or seven (under the guidance of a skilled consultant) applying a unique problem-solving model based upon the concepts presented in the seminar. The small-group sessions and the seminar’s one-on-one

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coaching sessions provide a forum in which all the learning is converted into sustainable-and-practical leadership behaviors.

Different **On Leadership** sessions are targeted to executives, to managers, and to physician leaders (co-sponsored by Harvard Medical School).

For participants, the key outcomes of **On Leadership** include:

- Wisdom—about oneself and one’s people—to lead more effectively and credibly;
- Practical models of accountability to ensure that employees will “keep their word” and “earn their keep”;
- Specific lenses (understanding and tools) for strengthening managers’ human, role, and development relationships with their people;
- Solid understanding and a clear blueprint of how to take charge and implement change;
- A personalized action plan to hone specific, identified, leadership skills; and
- The mindset to become a confident, performance-driven, and accountable leader.

## Syllabus: Interactive Lectures and a Conceptually Coherent Frame of Reference

The subject areas summarized below provide a theoretically sound framework for understanding people and the processes and practices of effective leadership. Participants learn to:

- Create and communicate a sense of common purpose
- Engage people’s commitment to that shared purpose
- Manage effectively and accountably, and build effective manager-subordinate teams
- Communicate and lead change, getting employee commitment to that change
- Build effective working relationships across functional areas
- Develop people to their full potential
- Establish an environment of trust

## Leading People

- **Motivation and Commitment**  
Examines assumptions about human behavior and presents a model for “what makes people tick” that allows participants to better read where their people are coming from and how to most effectively engage their commitment
- **The Psychological Contract**  
Examines the implicit expectations all people bring to their organizations—and visa versa—and examines the manager’s role in maturely and effectively understanding, addressing, and fairly negotiating these reciprocal expectations

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- **Managing Stress**  
Provides an overview of the sources and patterns of individual stress and identifies points of leverage for managers both to moderate the organizational sources and to intervene when necessary
- **Leading Organizational Change**  
Explains the key to building adaptive organizations and the role of the manager in effectively leading organizational change

## Leading the Work

- **Accountability**  
Builds a straightforward model of accountability and supports managers in maintaining the proper distance and perspective with their teams; managers learn how to fairly hold their people accountable
- **Capabilities and Effectiveness**  
Clarifies the nature and assessment of potential and then explores how managers can develop people's capabilities to maximize both their role effectiveness and their career growth
- **Coaching**  
Provides an overview of a process in which every manager is accountable for coaching his or her subordinates to increase effectiveness
- **Leadership and Teamworking**  
Builds a simple, yet powerful, communications discipline for ensuring team alignment and engagement: setting context up, down, and across the organization
- **Collaborative Negotiation**  
Introduces a process that achieves mutually satisfying, optimal agreements between combative parties and helps build trust and mutual respect

## Leading the Organization

- **Designing the Optimal Organization**  
Explores the core principles for effectively structuring leadership systems and obtaining practical strategic alignment, where accountabilities are matched by the requisite authorities

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- **Getting Processes Right**  
Provides straightforward tools for ensuring accountable, capable, and efficient cross-functional processes; a language and methodology for clarifying “who is accountable for what...in relationship to whom”
- **The Heart, Mind, and Soul of a Leader**  
Summarizes the mindset and behaviors of results-oriented, value-adding leaders and how they induce powerful thinking, purposeful actions, and passion in their people

Additional features of the five-day program include:

## **Small Problem-Solving Groups**

We ask participants to prepare a short “live” case prior to the seminar. They present these cases in their small groups (of six or seven people) and apply a unique problem-solving model based on the concepts presented in the interactive lectures. Led by an experienced faculty leader, participants work through each person’s case in the small group. They apply new concepts and bring their own experiences to finding solutions. Group members alternate leading the case discussions, and gain sophisticated skills in asking open-ended questions and in listening. The small groups are lively, remarkably powerful, and many participants consider them the most valuable developmental experience they have ever had. The outcomes are:

- New understanding, insights, and frames of reference for solving old problems
- Increased skills in listening and genuinely understanding what is heard
- Increased ability to get to the root of the “real” problem
- Indispensable feedback from other participants
- Constructive input into common problems based on the diverse experiences of group members
- Knowledge that problems are shared across functions, geography, and industries

## **360° Feedback and One-on-One Coaching Sessions**

Before the seminar, participants have their peers, subordinates, and their bosses fill out a confidential on-line assessment of their personal effectiveness. The questions are open-ended, not “check lists.” We find that we get more individualized, specific, and substantive information from this format. Over the course of the week, each participant then has a confidential session with his or her group leader to receive compiled (and anonymous) feedback and to discuss his or her career, development, or other needs and issues. This

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coaching session, with a highly trained, sophisticated professional, is always considered one of the most important aspects of the **On Leadership** seminar.

## Outstanding Instructors and More!

The faculty members who lecture and conduct the small groups are clinical psychologists and psychiatrists with a sophisticated understanding of human dynamics and extensive experience in organizational environments. All have consulting, academic, and training experience, and many of them are affiliated with Harvard. Faculty members are available throughout the week—even at lunch and dinner—providing additional opportunities for informal-and-ongoing discussions.

## What Business Leaders Are Saying about the Levinson Seminars

“I have found the **On Leadership** seminar to be the most powerful training I have received in my 31-year career—personally and professionally. I feel reenergized about my ability to provide needed leadership to my organization.”

“I thought I knew what leadership meant, but after taking this seminar I gained a new perspective of not only what I need to expect from myself, but also what my people expect from me.”

“This was the best one-week course I have ever taken. It introduced me to a number of new concepts and had me look at familiar issues through different lenses.”

“**On Leadership** is an excellent seminar, very participant friendly. It is critically important to understanding the managerial process—fundamental information with broad applications.”

“Thoughtful, provocative, and applicable for real-world organizations.”

“‘Must-take’ courses for all managers.”

“I am proud to report that the feedback from my team members at Levinson has helped me significantly and that the one-on-one counseling from Tim Havens was one of the most important events in my career. The experience at Levinson was the best of any professional learning that I have attended in 30 years.”

“This was amazing. Thanks for all the insight!”

“The need for resilient, strategically oriented leaders who can motivate others through constant change is critical. Levinson’s programs have helped produce them for us.”

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“The interaction with the other group members is definitely worth the price of admission.”

“My personal and team experiences with Levinson have been terrific and consistently value adding over the past 10 years. The mixture of hands-on pragmatism underpinned by practical academic theory has made each experience with Levinson more valuable than its predecessor.”

“Best training seminar I have attended!”

“If your organization is in change or needs to create a transformation, **Strategic Organization** is essential to leaders in roles of authority. Gerry Kraines is ‘awesome.’ He connects to the needs of the class as he shares his principles and views.”

And, according to a Yankelovich survey, past participants of **On Leadership** indicate that their average return on investment from the seminar is 374%.

- Approximately four out of five past participants estimate the ROI in the seminar to be 100% percent or higher.
- Slightly more than one in 10 indicate a ROI of 1000% or more!

## Levinson and Co.

Since 1968, Levinson and Co. has been developing and promoting the most important advances in knowledge about leadership and the systems in which people work. Recognized in **The Wall Street Journal** as “that bastion of organizational and executive-development consulting,” Levinson provides solid, practical concepts, along with reality-based applications to enhance the effectiveness of individuals and the business organizations in which they work.