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LEVINSON INSTITUTE • LEVINSON CONSULTING • SONARIO®

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.

Strategic Organization Seminar

While the **On Leadership** seminar builds the foundation for personal leadership effectiveness, the Levinson **Strategic Organization** seminar creates the vision, the model, and provides the tools for orchestrating the full implementation of strategy.

Strategic Organization (and the organizational-development model based on its principles and methodologies) has changed all the rules. It is now possible to design and implement the most capable, efficient, and accountable organization to deliver the strategic results utilizing a company's full potential. Levinson and Co. has been helping its clients do just that for over 25 years.

Top executives and senior managers often find their people's energies directed at non-productive areas instead of being focused on strategy-directed tasks and solutions to day-to-day problems. Frequent organizational changes and the resulting confusion often exacerbate this problem. This leads to a decline in morale, a loss of momentum, and an overall decrease in productivity.

Levinson and Co.—long renowned for its comprehensive knowledge about leadership and people—approaches organizational dilemmas with an equally in-depth knowledge of organizational structure, processes, and subsystems. The Levinson **Strategic Organization** seminar (previously called **Essential Organization**) presents constructs and models, and

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provides participants with the tools and understanding to develop their own solid and integrated solutions.

Strategic Organization is based on the late Dr. Elliott Jaques's groundbreaking developments in the field of human work systems. Jaques demonstrated that there is a rational, scientific basis for the design of organizational systems.

In the weeklong **Strategic Organization** seminar, Dr. Gerry Kraines, CEO of Levinson and Co., and other Levinson consultants, apply Jaques's theory, demonstrating how rationally structured and effectively managed organizations encourage productivity, openness, and creativity. Over the past three decades, Kraines has proven that even though **Strategic Organization** is built on a rigorous theoretical base, its applications are practical and can be readily implemented or executed in every organization.

Syllabus

In each of the seminar's 16 units or modules, case studies help close the "learning gap" between theory and application.

- 1. Introducing LEAD**
Provides an overview of a total managerial leadership system that allows managers to leverage their company's potential by engaging commitment, aligning judgment, and developing capabilities
- 2. Motivation and Commitment**
Examines the implicit expectations all people bring to their organizations and examines a manager's role in effectively addressing, understanding, and renegotiating these expectations
- 3. Accountability**
Examines an innovative and dynamic approach to accountability, requiring all employees to continually think "outside the box," but to act "inside the box" with discipline and focus
- 4. Complexity**
Provides an overview of a naturally occurring structure for all managerial systems that allows for the optimal positioning of roles
- 5. Capabilities and Effectiveness**
Identifies a method for managers to ascertain the potential and effectiveness of every employee

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6. **Leadership and Teamworking**
Examines leadership practices that align employee judgment and enhance company productivity
7. **More about Teams**
Examines teams—how they need to be structured and led, and how they can be used to improve processes and solve problems
8. **A Model for a Business Unit**
Identifies the business functions necessary to understand the marketplace and then to develop, provide, market, and sell goods and services that will simultaneously serve customers and meet business objectives
9. **Collaborative Negotiation**
Introduces a process that achieves mutually satisfying, optimal agreements between combative parties and helps build trust and mutual respect
10. **Cross-Functional Processes**
Explores a straightforward, logical approach to accountable, capable, and efficient cross-functional processes and working relationships
11. **Three-Level Units**
Explores a time-tested model (see #8) for how a company should organize functions, contrasts this model with the current structures of actual companies, and discusses differences and leadership implications
12. **Role Establishment**
Explores a method for ensuring the best individual for each role and the optimal distribution of talent across an organization
13. **Compensation**
Examines an internally equitable system for compensating all employees in direct relation to the value they contribute to an organization
14. **Talent-Pool Development**
Provides a systematic, software-supported method for effectiveness appraisal, coaching, mentoring, HR modeling, and succession
15. **Implementing Strategic Organization**
Provides a high-level overview of **Strategic Organization**, and explores barriers participants encounter in their own companies and strategies for dealing with them

16. Leading Change

Examines adaptation and what change really means and focuses on the role of the leader in effectively leading organizational change

Strategic Organization can help senior managers gain insight into troublesome cross-functional conflicts, productivity problems, and other critical issues. **Strategic Organization** is particularly valuable when senior teams need to better understand the impact of their company's structure and processes on its strategies and goals. This understanding helps them to rethink their systems, mission, and goals and, ultimately, to reorganize into a more cohesive and revitalized unit, division, or whole organization.

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."

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

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“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.”

Moreover, 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.