

Re-Imagining—Leadership, Business and Organizations.

Restoring—Ourselves.

The Age of Leadership™

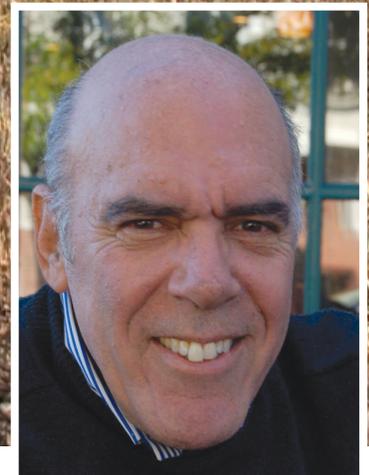
With Katalina Groh
John Seely Brown, Steve Denning & Larry Prusak

Leader's Guide

Learn to Unlearn the Past

*Master Radically New
Management Skills*

What do we all need to unlearn?





RESET & RE-IMAGINE™ the Future Series
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About GROH™

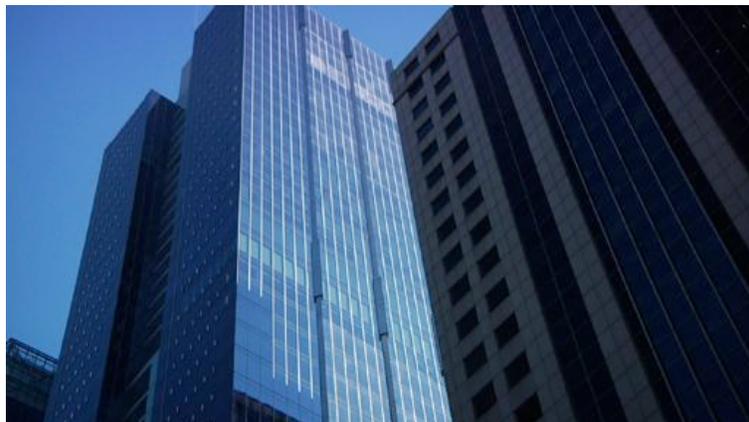
GROH™ inspires sustainable organizational change by helping people and organizations rethink, rewrite and reinvent the stories that define their value and values. GROH offers strategic consulting, knowledge sharing tools, films, digital content library media solutions and live learning training tools.

GROH™ Live Learning Facilitated™ services are designed to introduce and implement sustainable change in high performing organizations. GROH emphasizes approaches and solutions that engage every single individual in an organization. We make developing and keeping talent central to success in the new relationship economy.

GROH™ Reset & Re-Imagine™ the Future Change, Leadership Digital Content Series introduces customizes and implements the new management skills every leader must master in this rapidly changing world. Discover twenty-two new digital media films focused on unique new perspectives and organizational tools all blended with inspirational original music.

Inspiring change means inspiring people.

Master your fears.
Subsume your ego.
Surrender Control.
Go to the edge.
Get uncomfortable.
Share what you know.
Learn something new.



RESET & RE-IMAGINE™ the Future—Film and Leadership Series

Re-imagining—Leadership Business and Organizations

Restoring—Ourselves.

A twenty-two part original series developed by GROH™, has been a work in progress and of constant change. This series identifies and will help your organization transform from “the way it has always been” to understanding the need for companies to enlist and evoke constant change, and to design new kinds of cultures of learning to ensure that every individual in the organization becomes a part of the vision and change in order to remain successful and competitive. Developing talent and keeping talent is a central theme.

The series includes:

New Releases: January 2011

The Age of Leadership™

With John Seely Brown, Steve Denning, Katalina Groh and Larry Prusak

Learn to Unlearn the Past.

Master Radically New Management Skills

(Filmed in Malaysia, India, Nepal, China, Bangladesh, Indonesia, United Kingdom, United States, Africa, and Germany)



We All Win: Fanagalo™

**Business Lessons from the African Bush:
Customer Service with Authenticity**

(Filmed in South Africa, with Real People/Real Stories™)



We All Win: Fanagalo™

**Business Lessons from the African Bush:
Coaching and Mentoring - Developing Talent Every Day**

(Filmed in South Africa with Real People/Real Stories™)



Coming Soon:

Everything Is Connected™

With Abe Thompson

Accountability: Leading Deep Change with Personal Responsibility (and Joy)

A Four Part Series on Communication, Diversity, Training New Managers, Customer Service
(Filmed in Michigan, Indiana and Illinois)



Reset and Restore™

With Katalina Groh

The Path Forward Starts Within

(Filmed in India, Nepal, China, South Africa, Michigan, Illinois, California)



The Power of Pull™

With Rebel Thought Leader™ John Seely Brown

How Small Moves Smartly Made Can Set Big Things In Motion

(Filmed in California, Florida, Illinois, Michigan)



The Secret Language of Leadership™

With Rebel Thought Leader™ Steve Denning

How Leaders Inspire Action Through Narrative

(Filmed in Oxford United Kingdom, Illinois, Washington DC)



The Edge™

With Rebel Thought Leader™ John Seely Brown

New Management Model for Radical Innovation

(Filmed in Los Angeles, Chicago, Michigan, Florida and Hawaii)



Practicing Possibility™

With Real People Real Stories™

The Language of Authenticity and Change

(Filmed in Toronto Canada with)



Just Listen™

With Rebel Thought Leader™ Dr. Mark Goulston

Persuasion: How to get Through to Absolutely Anyone

(Filmed in Chicago and Los Angeles)

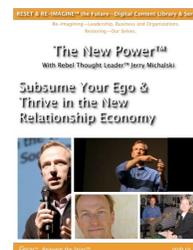


The New Power™

With Rebel Thought Leader™ Jerry Michalski

Subsume Your Ego & Thrive in the New Relationship Economy

(Filmed in Chicago and Los Angeles)



Tell to Win™

With Rebel Thought Leader™ Peter Guber

Connect, Sell, Persuade and Triumph with the Hidden Power of Story

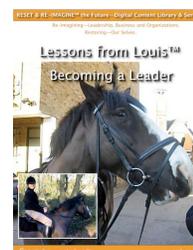
(Filmed in Los Angeles)



Lessons from Louis™

Becoming a New Leader

(Filmed in the United Kingdom)



The Gentlemen Farmer™

The Secret—to George Washington’s Leadership & Startling Innovations

(Filmed in Virginia)



Rebel Thought Leaders™

(Filmed in the United Kingdom and United States)



See What You Want to See™

Celebrate What’s Possible in Every Moment

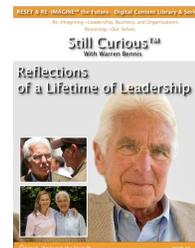
(Film series Filmed in India and Nepal Himalayas)



Still Curious™

With Warren Bennis
Reflections on Becoming a Leader

(Filmed in Los Angeles)



Know Me™

Surprising Lessons From Young Innovators on the Edge



RESET & RE-IMAGINE™ the Future Series

Leap!™

With Katalina Groh

Talk About it. Do it. Done.™



The Choice™

Personal Leadership and Deep Change
 Transform Yourself First.
 Transform Your World.



RESET & RE-IMAGINE™ the Future Series

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The Age of Leadership™ Training Program

This program was designed to educate an audience that is willing to change and walk into or explore the benefits of a dramatically new kind of leadership path. Now is a time to honor the past but to more importantly—unlearn what we already know which holds us back while creating a new vision of leadership.

Through the use of our training materials along with a successful combination of mentoring and genuine desire for change this program can bring your organization to a level of inter-cooperative understanding and success that promotes and honors a new way of leading where every individual in an organization becomes a central part of the future.

The goal of this program is to increase awareness of new leadership beliefs and skills. These beliefs include:

- The need for leaders to lead company transformation
 - The desire to change is not enough, we must want to change versus “staying safe”
 - Asking others to change won’t be effective unless we are also willing to change ourselves
 - Every individual in an organization must be a part of the change process
 - Build upon our human capital and understand the need for connectivity
- Leadership is about a whole new way of being
 - Work differently not harder
 - Don’t work harder work differently
 - Getting comfortable leading in a time where there is no equilibrium
 - Identify and build talent
 - Develop a new “poetic practice” for being “on the edge” (uncomfortable)
- We live in a world of constant change
 - Unlearn our process of learning
 - Learn to unlearn the past (the central theme for change)
 - Transform learning by seeing it as deeply social

- Learn how to learn
 - We learn when we participate/share
 - Real wealth comes from and is in knowledge
 - Develop a culture of deep learning
- The leaders of the future
 - Mentors
 - Young Mentors/Reverse Mentoring
 - Storytellers
 - Individuals willing to share
 - Subsuming the Ego
- The affect of pulling together—Pull Power
 - Share knowledge/mentor/teach
- Learn the language of leadership
 - Storytelling provides a vehicle to knowledge transfer
 - Communication – saying less, communicating more
- Great leaders subsume their ego
 - Getting beyond yourself and giving up control
 - Stop listening to the monitoring voices
 - Attain valuable perspective: live inside someone else's story
- As leaders we need to learn from the past but most importantly create the future
 - Change – stop fearing it, embrace it
 - The path forward is revealed by first looking back, then letting go
 - Take the walk to find your authentic self
 - Effectively connect to others after you first connect to your authentic self



Your Thought Leaders

This program contains thoughts and wisdom from some of the 21st century's most profound thought leaders.

John Seely Brown, previous Chief Scientist Xerox and Director of the Palo Alto Research Center (PARC), author, speaker

As the former Chief Scientist of Xerox Corporation and the director of its Palo Alto Research Center (PARC), John Seely Brown, or as he is often called JSB, spent over two decades expanding the role of corporate research to include such areas as knowledge management and organizational learning. Since then, however, he has taken on the even bigger role of self-ascribed 'Chief of Confusion'. This bold combination of expert-inquirer-prankster has led him to develop views that, as he puts it, 'are unique and distinguished by a broad view of the human contexts in which technologies operate and a healthy skepticism about whether or not change always represents genuine progress.'



Steve Denning, previous Director Knowledge Management, World Bank, author speaker

Stephen Denning consults with organizations in the United States, Europe, Asia, and Australia on topics of leadership, management, innovation and business narrative. He worked at the World Bank from 1969 to 2000, where he held various management positions, including Program Director of Knowledge Management from 1996–2000.

In 2000, he was named as one of the world's ten most admired knowledge leaders (by Teleos) and in 2003, he was ranked as one of the world's top two hundred business gurus by Tom Davenport and Larry Prusak in their book, *What's the Big Idea?*

Stephen Denning is the author of eight books, including *The Leader's Guide to Radical Management: Reinventing the Workplace for the 21st Century* (Jossey-Bass, 2010). His book, *The Secret Language of Leadership: How Leaders Inspire Action Through Narrative*, was selected by the Financial Times as one of the best books of 2007.



Katalina Groh, Founder and Publisher, GROH™ author and speaker

GROH™ designs innovative media and technology solutions to implement sustainable change by helping organizations reinvent their story and strategy using films, live training and new technology platforms for knowledge sharing. For fifteen years GROH has filmed research of best practices at many of the world's most innovative organizations most of which is now available for use in the Digital Content Library. GROH Live Learning Facilitation™ is a blended solution including consulting, training, certification, IT solutions, strategy and communication tools. The customized solutions are designed to create change models for management whether an organization is looking to improve upon competencies to global organizations focused on leading radical deep change and keeping talent.

GROH™ launched a new internet leadership and change channel GROHTV™ in 2010.

GROHTV™ brings together the most sought after thought leaders and dynamic real customers to help co-create a broad knowledge base of storytelling and knowledge sharing best practices.

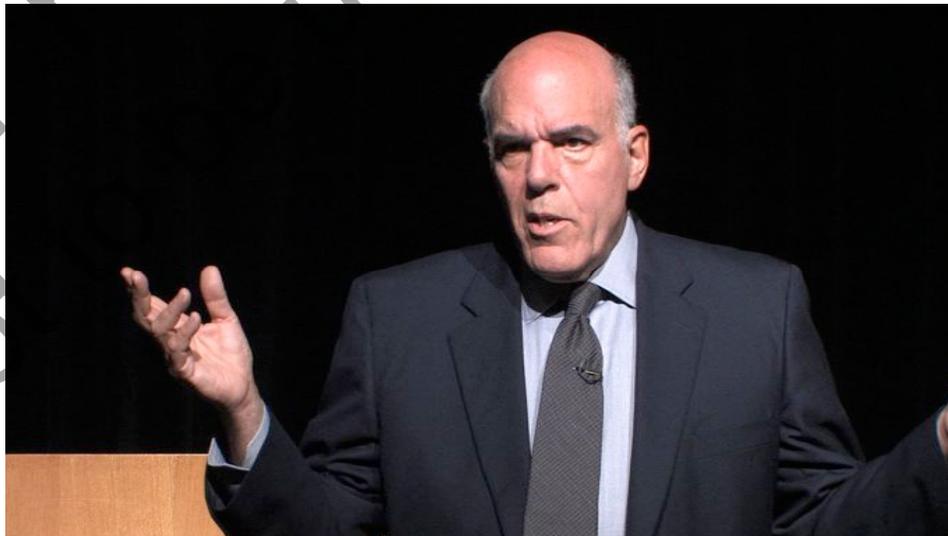
GROH Live Learning Consulting Services™ works with Fortune 500 organizations, government agencies and global non profits alike to design media-based knowledge sharing and leadership software solutions.



Larry Prusak, Senior Advisor NASA, CIA, IBM, Founder of the International Consortium for Knowledge Management, author, speaker

Larry Prusak is a researcher and consultant and was the founder and director of the Institute for Knowledge Management. This was a global consortium of member organizations engaged in advancing the practice of knowledge management through action research.

Larry has been studying knowledge and learning in organizations for the past two decades. He has extensive experience, both within the U.S. and internationally, in helping organizations manage their information and knowledge resources. He has worked with several U.S. and overseas government agencies and NGO's, as well as having taught and lectured in many universities. In addition he has been widely quoted, has published several innovative and influential books, and has given over 200 major speeches.



The Age of Leadership™ Training Package

You have purchased this training package from GROH™ to present a training session in your organization. The contents of this package include:

- **The Age of Leadership™ DVD or Digital Media File or Stream:** You will want to review the DVD several times to internalize the key learning points so you can provide a valuable training experience.
- **Facilitator Materials:** Materials have been designed to help you facilitate either a one-hour or three-hour training session. Feel free to modify these materials to meet the specific needs of your audience.
- **Participant Materials:** To aid your participants, handouts have been created for activities. You may wish to develop additional participant materials based on your final session design.
- **Session PowerPoint:** We have created two session PowerPoint files that can be used in either your one-hour or three-hour session.

Please feel free to modify this training material to provide a training experience that makes the most sense for your audience.

The key to a successful session is helping your audience connect the learning points to their leadership, communication, innovation and strategy challenges. We hope we have provided a valuable tool to aid your leaders in their leadership journey.



Reproduction of Materials

Like you, we value our business. We would appreciate your cooperation in following our procedures for reproducing/copying materials included within this package.

Please do not make copies of, rent or sell any of the following package materials:

- ❖ DVD
- ❖ Facilitator's Guide
- ❖ PowerPoint

Feel free to copy any part of the participant materials for use in your session.

ICON Description

The icons noted below will assist you in your training process. You will see them in the Facilitator Notes section of this guide.

	Speak	This is information you should tell or say to your participants.
	Discuss	This indicates the need to facilitate group discussion.
	DVD	This indicates the playing of the DVD, The New Age of Leadership.
	Flip Chart	This indicates the use of a flip chart to capture key thoughts.
	PowerPoint	This indicates reference to a PowerPoint slide.

Preparing for Your Training Session

Your Role as Facilitator

The role of facilitator is critical in the success of this training initiative. While the standard role of content sharing is still important, a second, and maybe even more essential role also exists. This second role calls for you as a facilitator to facilitate a whole new way of thinking and learning. Learning through stories, learning through sharing and learning through looking to the future and discussing possibilities. As a facilitator, you should review all package materials; view the DVD/Digital Media File/Media Stream several times—making sure to take notes to help your own comprehension and application so as to provide the needed leadership required to make the most of this session for your audience.

Tips for Successful Session Preparation

Meeting Preparation

- Training Invitation (example pg. 34). Be sure to provide adequate time for participants to schedule your training session into their busy schedules.
- Review Session Materials. We have provided materials for either a 1-hour or 3-hour training session. Review and modify the materials to meet the specific needs of your audience and/or organization.
- Reproduce Participant Materials: Reproduce the appropriate number of participant training materials for your session.
- Review PowerPoint: Two PowerPoint files, one for a 1-hour session and one for a 3-hour session have been developed for your use.

Location

- Provide a relaxed environment conducive to learning.
- Provide appropriate seating for viewing of DVD/Digital Media File/Media Stream, group discussions and taking of notes.

DVD Equipment

- Check DVD playback to ensure proper operation.
- Have a backup plan. Be prepared in case something goes wrong.
- Acoustics. Viewing the DVD includes providing good acoustics for hearing the audio. Be sure to use appropriate speakers to ensure a full viewing experience.

Tips for Adult Learning Transfer & Knowledge Sharing Starters

- Adults learn when they feel they need to learn. Take time prior to your session to identify learning connections that you can share with your audience.
- Adults learn by doing. As much as possible, give your audience an opportunity to participate in your session. Our program materials allow participants to take the lead in several discussion areas.
- Adults learn by solving realistic problems/challenges. If time allows, identify specific organizational issues where participants can apply what they are learning to daily issues.
- Adults learn in an informal environment. Balance the need to guide your session with a relaxed learning environment.
- Adults learn by different training methods. These materials have been designed to appeal to auditory, visual and kinesthetic learners.



Agenda Suggestions

This program has been designed to be used in a variety of methods;

- One Hour Overview – Full DVD play-through and debrief.
- Three Hour Training Session – Seminar with facilitator guidance.
- Organizational Management Mind-Shift through Extensive External Consultation. (See pg. 39 for information on how GROH™ can partner with your organization.)

The following agenda options are available for your use. Feel free to modify to meet the specific needs of your audience.

One Hour Overview

00:00–00:10	Session Introduction and Discussion of Leadership Challenges
00:10–00:30	Introduce and Show DVD
00:30–00:40	Key Point Review
00:40–00:55	Application Exercise
00:55–01:00	Final Comments, Evaluation, Adjourn

Three Hour Training Session

00:00–00:10	Session Introduction
00:10–00:25	Introduction and Discussion of Greatest Leadership Challenges
00:25–00:40	Activity–Drivers for a New Way of Leading
00:40–01:10	Introduce and Show DVD
01:10–01:20	Video Debrief–General
01:20–01:30	Break
01:30–01:40	Key Concepts–Learning Group Discussion
01:40–02:00	Key Concepts–Group Presentations
02:00–02:20	Application Activity–Future Leader Skill Set
02:20–02:40	Application Activity–Fostering Change
02:40–02:50	Personal Action Plan
02:50–03:00	Final Comments, Evaluation, Adjourn

Facilitating Your Training Session

The following materials will be required for your one or three hour session:

- DVD, Licensed Digital File or Streaming
- Participant materials
- Facilitator Notes
- Name Tags/Tents
- Writing Instruments
- Appropriate Audio/Visual Equipment
- Post-it-Notes (three hour session only)

Conducting Your One Hour Training Session

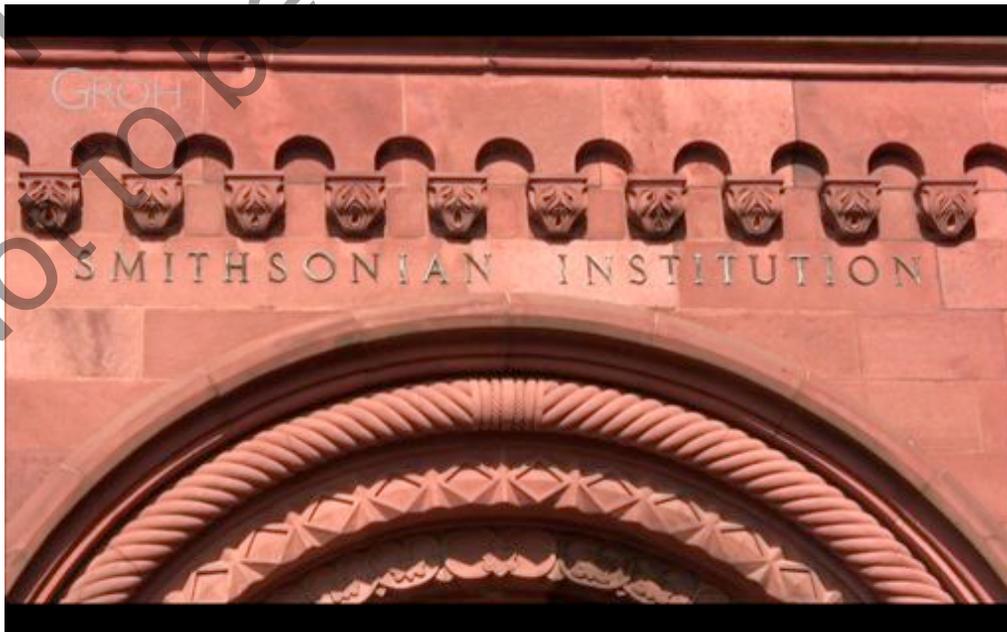
00:00–00:10	Session Introduction and Discussion of Leadership Challenges
    	<p>SHOW: PowerPoint 1 as participants arrive.</p> <p>SHARE: Welcome participants to your training session. Share appropriate background on the materials and how they relate to your organization and the participants responsibilities. If appropriate, consider tying the topic back to your organizations vision, mission or strategic goals.</p> <p>SAY: Today we're going to take a few minutes to discuss what we are calling "the age of leadership". I'm sure you will all agree that the leadership style, skills and behaviors we have used in the past just won't suffice for today, let alone the future.</p> <p>SAY: We've only got a short amount of time today so we're going to jump right into the content we want to review.</p> <p>SHOW: PowerPoint 3</p> <p>SHARE: Share the following content points from the video highlighting specific areas and sharing personal thoughts. Mention that in the session you would like to discuss:</p> <ul style="list-style-type: none"> • How leadership is a new way of being. • Strategies for leading in a world of constant change. • The importance of unlearning the past so we can create the future.

	<p>SAY: Ultimately, as a result of this session we will, as a group, have a new language of leadership and a shared new collaborative work practice which gives us new tools we need to thrive in these times of constant change.</p> <p>We're going to look at these issues through watching a DVD entitled, "The Age of Leadership". This thought provoking DVD will help us to take a look back into past in order to create a picture of where we want to go with our leadership of the future. Creating the future starts with an understanding of where we were and how we got there so that we might then create a new picture of where we want to go together with our leadership and management practices in the future. This is about a complete rethinking of what we do every day.</p> <p>Before we watch the video though, let's discuss the question I asked you to consider prior to coming to our session.</p>
 	<p>SHOW: PowerPoint 4</p> <p>SAY: In your invitation to this session I asked you to consider some of the leadership challenges you are facing. Let's capture some of them.</p>
  	<p>FACILITATION NOTE: Because of the short amount of time in this agenda, ask participants in a large group setting to share what they believe to be their biggest leadership challenges.</p> <p>Capture thoughts on a flip chart. Aim to collect 5-8 major challenges.</p> <p>SHARE: As participants share their challenges, seek out opportunities to connect their challenges with the content in the DVD they are about to view.</p> <p>SAY: Thanks for sharing your challenges. My hope is that by watching the DVD we are about to see we can gain some insight into how to deal with some of these issues which challenge us and create powerful new context for a change in which every individual can not only thrive and uniquely contribute but also create value and impact for the organization.</p>

00:10–00:30	Introduce and Show DVD
  	<p>SHOW: PowerPoint 5</p> <p>SAY: The following DVD will introduce you to several concepts around a new way of being as it relates to leadership. Specifically I'd like you to pay attention to the following areas:</p> <ul style="list-style-type: none"> -The need for leaders to lead company transformation -How leadership is about a whole new way of being. -Strategies for leading in a world of constant change. -The importance of being a learning organization. -What are the skills necessary for future leaders? -The concept of "Pull Knowledge". -The language of leadership. -Subsume your ego. Surrender control. <p>SHOW DVD</p>
00:30–00:40	Key Point Review
 	<p>SHOW: PowerPoint 6</p> <p>ASK: What were some of the key concepts that resonated with you in watching the DVD?</p> <p style="text-align: center;">(Allow responses)</p> <p>FACILITATION NOTE: Make sure participants cover key concepts in the following areas:</p> <ul style="list-style-type: none"> -How leadership is about a whole new way of being. -Strategies for leading in a world of constant change. -The importance of being a learning organization. -The skills necessary for future leaders.

00:40–00:55	Application Exercise
   	<p>SAY: The most important part of any training is not what we do here but what we do when we leave. With that in mind, what I would like to do is have you work with me to take some of the key concepts we just learned and apply them to the leadership challenges we talked about before watching the video.</p> <p>SHARE: Have participants review the flip chart pages where their top challenges were captured.</p> <p>SHOW: PowerPoint 7</p> <p>Place three flip charts at different locations in your training area. Your three flip charts should each have a content point as a header. The three content points you should have are:</p> <ul style="list-style-type: none"> -New Leadership Behaviors -Leading in a World of Constant Change -Being a Learning Organization; A True Culture of Learning. <p>Split participants into three groups and assign each group to one of the flip charts. Allow the group 3–5 minutes to capture as many thoughts on the flip chart in relation to how what they learned about the content point could help meet current leadership/organizational challenges. Ask the groups to try to identify specific behaviors and actions they could take in the future.</p> <p>After 3–5 minutes, have each group share their thoughts with the whole group. Share your own thoughts and ideas as the groups share theirs.</p>

00:55–01:00	Final Comments, Evaluations, Adjourn
 	<p>SHOW: PowerPoint 8</p> <p>SAY: Thanks for taking time today to look at a new way of being as it relates to our organization and your own personal leadership journey.</p> <p>It is my hope that you can take at least three new ideas away from today that you can implement immediately. Developing as a leader is something that doesn't happen overnight—it happens daily and today we gave you some ideas on how to continue or more effectively redirect your journey.</p> <p>FACILITATION NOTE: If time allows, you may choose to end your session by:</p> <ol style="list-style-type: none"> 1. Having each participant share one thing they learned. 2. Completing the Personal Action Plan located in session materials section. 3. Completing the Session Evaluation located in the session materials section.



Conducting Your Three Hour Training

00:00–00:10	Session Introduction
  	<p>SHOW: PowerPoint 1 as participants arrive.</p> <p>SHARE: Welcome participants to your training session. Share appropriate background on the materials and how they relate to your organization and the participants. If appropriate, consider tying the topic back to your organizations vision, mission or strategic goals.</p> <p>SAY: Today we're going to take a few hours to go deep into what we are calling "the age of leadership". I'm sure you will all agree that the leadership style, skills and behaviors we have used in the past just won't suffice for today, let alone the future.</p> <p>SHOW: PowerPoint slides 3 and 4</p> <p>Specifically, what we want to discuss today is:</p> <ul style="list-style-type: none"> • The need for leaders to lead company transformation. • How leadership is a new way of being. • Strategies for leading in a world of constant change. • The importance of unlearning the past so we can create the future. • How peer-to-peer learning can create a culture for future success. • Skills needed by the leaders of the future. • The concept of "The Power of Pull". • Learning the language of leadership.

	<p>Ultimately, as a result of this session we will, as a group, have a new language of leadership and a shared new collaborative work practice which gives us new tools we need to thrive in these times of constant change.</p> <p>We're going to look at these issues through group discussions, some different activities and watching a DVD entitled, "The Age of Leadership™". This thought provoking DVD will help us to take look back into the past in order to understand where we were and how we had gotten there so that we might then create a new picture of where we want to go together with our leadership and management practices in the future. This is about a complete rethinking of what we do every day.</p> <p>We'll watch the DVD a little later in our session.</p>
<p>00:10-00:20</p>	<p>Introductions and Discusstion of Greatest Leadership Challenges</p>
   	<p>SAY: In your invitation to this session I asked you to consider some of the leadership challenges you are facing. Let's capture some of them as we introduce ourselves to each other.</p> <p>FACILITATION NOTE: Ask participants to introduce themselves. You might ask them to share their name, leadership role and how long they have been with the organization. Additionally, as you go around the room, ask each of them to share their greatest leadership challenge. Be sure to capture greatest leadership challenges on a flip chart page for future reference.</p> <p>SHARE: As participants share their challenges, seek out opportunities to connect their challenges with the content from this program.</p> <p>SAY: Thanks for sharing your challenges. My hope is that through our discussions today, watching the DVD and looking at what each of us can personally do we can gain some insight into how to deal with some of these issues which challenge us and create powerful new context for a change in which every individual can not only thrive and uniquely contribute but also create value and impact for the organization.</p>

00:20–00:40	Activity Drivers for a New Way of Being
  	<p>SHOW: PowerPoint 5</p> <p>SAY: Leading today is very different from leading in the past. And leading tomorrow will be different from today. Let's take a moment to look closer at what is calling for a new way of leading—specific to you and our organization.</p> <p>FACILITATORS NOTE: Separate your participants into three groups. Assign each one of the groups one specific area to discuss as it relates to a new way of leading differently than in the past.</p> <p>Group 1: Have group one discuss what is happening in the WORLD that calls for a change in how we lead.</p> <p>Group 2: Have group two discuss what is happening with the ORGANIZATION that calls for a change in how we lead.</p> <p>Group 3: Have group three discuss what is happening with our WORKFORCE that calls for a change in how we lead.</p> <p>Allow groups to discuss their respective areas for 5–7 minutes. You may wish to provide flip chart pages for their use in capturing thoughts. After 5–7 minutes have the groups share their thoughts with the rest of the participants.</p>

01:10–01:20	Video Debrief–General
 	<p>ASK: What were some of the key ideas that resonated with you in watching the DVD.</p> <p>(Allow responses)</p> <p>FACILITATION NOTE: Since participants will be discussing each of the content areas in more detail you will want to keep this discussion high level.</p> <p>SAY: Thanks for sharing. When we return from break your groups will have an opportunity to get together and prepare a presentation for the rest of the group on your area of emphasis.</p>
01:20–01:30	Break
01:30–01:45	Key Concepts / Learning Points Group Discussion
   	<p>SAY: Thanks for coming back from break on time. As we get into the next part of our session I'm going to turn it over to you. We all know that we learn best when we teach others so I'm going to ask your groups to teach the rest of us about your respective key concepts and learning points.</p> <p>SHOW: PowerPoint 7</p> <p>What I would like you to do is get into your groups and share your notes from the DVD with your colleagues. As a group, I would like you to be able to share with the rest of the group the following information:</p> <ol style="list-style-type: none"> 1. Key elements of your concept. 2. Your thoughts on how the concept relates to your leadership challenges. (Refer to flip chart(s) of challenges developed during introductions.) 3. A specific organizational/team situation where you think you could utilize the concept. <p>FACILITATION NOTE: You may wish to provide participants with a blank flip chart page and marker for them to capture their information and ease of sharing.</p> <p>Allow groups 10–12 minutes to discuss and note their thoughts.</p>

1:45-02:15	Key Concepts and Group Presentations
 	<p>SAY: I appreciate you taking this seriously and pulling together your thoughts and ideas.</p> <p>FACILITATION NOTE: Ask each group to present their thoughts and ideas. As they do, do your best to connect the content to their daily lives and responsibilities.</p> <p>SHOW: PowerPoint 8</p>
2:15-02:35	Activity-Future Leaders Skill Set
   	<p>SHOW: PowerPoint 8</p> <p>SAY: One of the ideas brought up in the DVD alluded to the need for leaders today to develop new skills. We've spent a large share of our program looking at the change we are encountering. Every organization is different, including ours. What I would like to do now is give you an opportunity to consider what you think all leaders and managers of tomorrow need for a more current, effective and viral skill set.</p> <p>FACILITATION NOTE: Give each participant three post-it-notes.</p> <p>SHARE: Have individuals write one skill set that future leaders need to develop on each post it note. When done, they should bring them to you. Place each note on a wall or flip chart page and group them according to common themes. When all themes have been identified create a master list of the skills the group believes are critical for the future. Try to limit the skills to no more than ten.</p> <p>Have participants enter the top skills in the Future Leader Skill Assessment (pg. 36).</p> <p>SAY: Now that we have identified the skills we believe are critical for the future, I'd like to have you assess yourselves in relation to each.</p> <p>FACILITATION NOTE: Have participants complete the assessment. Debrief as time allows by asking participants to share what areas they think they already do well and if they are willing, what areas they need to improve.</p>

2:35–02:45	Fostering Change
  	<p>SAY: We live in a constantly changing world—and as leaders we must do everything we can to help our teams deal with the change happening all around them.</p> <p>ASK: Can you think of a time when a leader you worked for or with did a good job of leading a change initiative? What did they do that impressed you?</p> <p>SAY: There are several critical things you can do to help your team members deal with change.</p> <p>SHOW: PowerPoint 9</p> <p>SHARE: Share the following information with participants adding personal thoughts and ideas where desired.</p> <ol style="list-style-type: none"> 1. Understand Natural Reactions to Change <p>Comment: Our natural reaction to change as humans is typically negative. We need to understand those natural reactions in our team members and then focus on how to help them move from being negative to looking at the possibilities that present themselves through the change.</p> 2. Help Team Members Understand Why <p>Comment: Before taking action in change situations it is important for individuals to understand the “why” behind the change. As a leader you can help others deal with change by helping them understand why the change is happening.</p> 3. Seek and Share <p>Comment: One of the most important things you can do as a leader is to seek information about the change and share that information with your team. When information is lacking, team members will assume certain things—most of them negative.</p> <p>ASK: In looking at these three elements for fostering change, which do you think we do well as an organization and which do you think we could improve?</p>

2:45–02:55	Personal Action Plan
	<p>SHARE: Refer participants to the Personal Action Plan (pg. 35)</p> <p>SAY: The most important part of any training session is not the time spent in the classroom but what you do with the information when you leave. With that in mind, I want to give you a few minutes to consider what we've talked about today and what you might be able to do differently as you leave.</p> <p>FACILITATION NOTE: Allow participants 5 minutes to complete the Personal Action Plan. If time allows, have participants get together with one or two other individuals and share their thoughts.</p>
02:55–03:00	Final Comments, Evaluation, Adjourn
 	<p>SHOW: PowerPoint 10</p> <p>SAY: Thanks for taking time today to look at a new way of being as it relates to our organization and your own personal leadership journey.</p> <p>It is my hope that you can take at least three new ideas away from today that you can implement immediately. Developing as a leader is something that doesn't happen overnight—it happens daily and today we gave you some ideas on how to continue or more effectively redirect your journey.</p> <p>FACILITATION NOTE: If desired, you can ask participants to complete the session evaluation supplied.</p>

The Age of Leadership™

One Hour PowerPoint

RESET & RE-IMAGINE™ the Future—Digital Content Library & Series

Re-Imagining—Leadership, Business and Organizations.
Restoring—Ourselves.

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With Katalina Groh
John Seely Brown, Steve Denning & Larry Prusak

*Learn to Unlearn the Past
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What do we all need to unlearn?



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Learn to Unlearn the Past & Master Radically New Skills

**It's Time.
Hit the Reset Button.**

Re-Imagine:
Leadership
Business
Organizations

Restore:
Ourselves

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*The Age of Leadership™**Learn to Unlearn the Past & Master Radically New Skills*

Session Focus Areas

- How leadership is a new way of being.
- Strategies for leading in a world of constant change.
- The importance of unlearning the past so we can create the future.

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What is your greatest leadership challenge?



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- The need for leaders to lead company transformation.
- How leadership is about a whole new way of being.
- Strategies for leading in a world of constant change.
- The importance of being a learning organization.
- What are the skills necessary for future leaders?
- The concept of “Pull Knowledge”.
- The language of leadership.
- Subsume your ego. Surrender Control.

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What were some of the
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resonated with you?



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Application Activity

- New Leadership Behaviors
- Leading in a World of Constant Change
- Being a Learning Organization—A True Culture of Learning



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The Age of Leadership™ Three Hour Power Point

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Session Focus Areas

- How leadership is a new way of being.
- Strategies for leading in a world of constant change.
- The importance of unlearning the past so we can create the future.

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Session Focus Areas

- How peer-to-peer learning can create a culture for future success.
- Skills needed by the leaders of the future.
- The concept of “The Power of Pull”.
- Learning the language of leadership.

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Drivers for a New Way of Leading

- World
- Organization
- Workforce



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Emphasis Groups

- Group One – The need for leaders to lead company transformation.
- Group Two – How leadership is about a whole new way of being.
- Group Three – Strategies for leading in a world of constant change.
- Group Four – The importance of being a learning organization.
- Group Five – Pull knowledge.
- Group Six – The language of leadership.
- Group Seven – Subsume your ego. Surrender Control.

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Learn to Unlearn the Past & Master Radically New Skills

Emphasis Group Presentations

- Key elements of your concept.
- Your thoughts on how the concept relates to your leadership challenges.
(Refer to flip chart(s) of challenges developed during introductions.)
- A specific organizational/team situation where you think you could utilize the concept.

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Future Leader Skill Set

- Identify three skills of the future leader.
- Fill in your assessment.
- Rate yourself in relation to the skills.
- Identify improvement areas.



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Fostering Change

- Understand Natural Reactions to Change.
- Help Team Members Understand Why.
- Seek and Share.



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Invitation Memo to Participants

This memo can be sent to your participants approximately two weeks prior to your training session. Modify the memo to fit your specific needs.

(Today's Date)

TO: (Participant's Name)

FROM: (Trainer's name)

SUBJECT: The Age of Leadership™ - Training Session

An integral part of your job at (Company) is to understand leadership, identify the need for change and explore the benefits of a new leadership path. We have designed a training session to help us create a new vision of leadership within our organization.

On (Session Date), we will be holding a training session to explore leadership of the future and give you an opportunity to share your personal experiences. The goal of our program is to increase awareness of new leadership beliefs.

During the session you will learn:

- The need for leaders to lead company transformation.
- How leadership is a new way of being.
- Strategies for leading in a world of constant change.
- The importance of unlearning the past so we can create the future.
- How peer-to-peer learning can create a culture for future success.
- Skills needed by the leaders of the future
- The concept of "The Power of Pull"
- Learning the language of leadership

Please mark your calendar now so that you can attend this important training session. If you are unable to attend, please contact me at (Number).

In preparation for the session, think about and be ready to answer the question: "What is your greatest leadership challenge?"

I look forward to seeing you on (Session Date).

Personal Action Plan: *The Age of Leadership™*

Look back at what we've covered today, and consider what you've learned and want to do as a result of our workshop.

List three things you will keep doing, three things you will stop doing and three things you will start doing.

Keep Doing	Stop Doing	Start Doing

The Leader of the Future™ Skill Assessment

Instructions: Once the themes for what your group feels are the skills for future leaders are determined, fill in the blanks below. After filling in the blanks with the skills identified, consider the skill and your current competence level. Rate yourself on a scale of 1 to 5:

1	I don't have this skill.
2	I can do this but not very good.
3	I consider myself average in this skill.
4	I do this better than average.
5	I do this very well.

Skill	Current Competence Level				
	1	2	3	4	5

What are three skills that you believe you should consider improving?

- 1.
- 2.
- 3.

The Age of Leadership™**Participant Evaluation**

Please take a moment to respond to the following questions. Your honest responses are of great value. They let us know what we are doing right and where we can make

Date: _____

Presenter(s):

- | | Poor | Fair | Good | Excellent |
|---|--------------------------|--------------------------|--------------------------|--------------------------|
| 1. Overall, how would you rate the program?
Comments | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 2. Overall how would you rate the presenter(s)?
Comments: | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 3. How would you rate the relevance of this program
to your job?
Comments: | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 4. How would you rate the presenters' knowledge of
the subject?
Comments: | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 5. How would you rate the presenter's ability to
involve the class and encourage participation?
Comments: | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

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Participant Evaluation

Which part of the presentation did you feel was most helpful?

What improvements would you suggest?

~Thank you for your help!~

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