

The Leadership Grid® Seminar

Experience the Power to Change

Grid International, Inc. ■ 2100 Kramer Lane, #950 ■ Austin TX 78758 ■ 800-288-4743; Fax: (512) 794-1177 ■ www.gridinternational.com

What is the Leadership Grid Seminar?

The Leadership Grid Seminar is a four-day residential program designed to increase leadership effectiveness. Based on Grid theory developed by Drs. Robert R. Blake and Jane S. Mouton, the seminar is the classic tool for attaining leadership excellence. Grid International Inc. offers this seminar in a public venue as well as within organizations in the US and Canada. Through a large network of associates, seminars are also offered in 30 countries worldwide in 14 languages.

The seminar puts participants in the driver's seat. The seminar is designed around a series of team-based activities. Within teams of 5-7 members, participants complete a number of measurable team tasks. A key element of the learning is achieved through subsequent team analysis (critique) of the human dynamics at play within the team. Participants spend 90 percent of their time in hands-on activities that provide opportunities to learn from direct experience and to receive personal feedback based on observed behaviors. Through a process of ongoing development and review, team members gain a solid grasp of highly effective teamwork and how to realize the best in themselves and others.

Both team and individual behavior is examined from the perspective of seven specific relationship skills:

Critique, Inquiry, Decision Making, Initiative, Advocacy, Conflict Resolution, Resilience

Who Can Benefit?

Anyone with leadership or supervisory responsibilities will benefit from the Leadership Grid. It is relevant for executives and supervisors and managers at all levels. Participants have repeatedly found it valuable whatever their relative experience, management level, or industry.

Seminar Goals

The specific learning objectives of the seminar are:

Deepening Personal Awareness

- Use the Grid Framework to define sound and unsound behavior.

- Develop an objective understanding of how your behavior impacts others.
- Generate personal commitment based on genuine consensus.
- Use critique to inspire involvement, creativity, and commitment to producing synergy.

Implementing Change

- Overcome the doubt and fear of change.
- Define a strategy for personal change.
- Create norms that motivate and inspire excellence.
- Use critique to achieve continuous improvement and measurement.

Managing Conflict

- Approach conflict as a positive source of productive energy.
- Use candor to strengthen the quality of conflict resolution.
- Shift focus of conflict resolution from *who's right* to *what's right*.
- Use critique to build sound relationships based on mutual trust and respect.

Creating Vision

- Build a foundation of values to support vision.
- Use vision to strengthen personal and team commitment.
- Align personal vision with team and organization visions.
- Use critique to maintain a clear and meaningful vision.

Expect Results from the Leadership Grid

- Identify your leadership style and its effect on others.
- Obtain skills to maximize your leadership strengths and reach your potential.
- Improve cooperation both inside and outside your team.
- Enrich your organization culture to encourage productivity, creativity, and participation.
- Lead the change effort in your organization.

How Long Does It Take?

Public sessions commence at 6:30 p.m. on the first day of the seminar and conclude at noon on the fifth day of the seminar. The second, third, and fourth day of the seminar typically run from 8:00 a.m. to 10:00 p.m.

Grid The Power to Change.®

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The Leadership Grid® Seminar Schedule

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Day 1

- 6:30-7:00 p.m. **General Session**
Introduction to the Seminar
Introduction to Activity 1: Clarifying Grid Concepts
- 7:00-8:30 p.m. **Team Activity**
Step 1: Reaching Team Answers on the Grid Concepts Test
- 8:30-9:30 p.m. **General Session**
Step 2: Scoring Individual and Team Answers
Lecturette: *Start-Pathway-Goal-Critique*
- 9:30-10:00 p.m. **General Session**
Introduction to Activity 2: Critique of Teamwork During Activity 1
Step 1: Individual Assessment

Day 2

- 8:00-9:45 a.m. **Team Activity**
Step 2: Team Assessment
Step 3: Recording Team Assessment
Step 4: Team Conclusions and Planning
- 9:45-11:15 a.m. **General Session**
Review of Team Critique Wall Charts
Lecturette: *A Review of Grid Styles and Conditions for Change*
Introduction to Activity 3: Identifying Grid Styles in the Film, *12 Angry Men*
- 11:15 a.m.-1:00 p.m. **General Session**
View the film *12 Angry Men*
- 1:00-2:00 p.m. LUNCH
- 2:00-4:30 p.m. **Individual Activity**
Step 1: Identifying Character Grid Styles
- Team Activity**
Step 2: Team Agreement on Character Grid Styles
- 4:30-5:00 p.m. **General Session**
Step 3: Scoring Individual and Team Answers

5:00-6:00 p.m. BREAK

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Leadership personal awareness Consensus initiative advocacy vision Critique creativity resilience
candor inquiry culture Conflict resolution values mutual trust & respect people innovation productivity Synergy decision making Teamwork

6:00-7:00 p.m. DINNER

Day 2 (continued)

- 7:00-8:00 p.m. **General Session**
Introduction to Activity 4: Critique of Teamwork During Activity 3
Individual Activity
Step 1: Questions About Team Action
General Session
Step 2: Cross-Team Discussions
- 8:00-10:00 p.m. **Individual Activity**
Step 3: Individual Assessment
Team Activity
Step 4: Team Assessment
Step 5: Recording Team Assessment
Step 6: Developing a Team Strategy for Improvement

Day 3

- 8:00-8:45 a.m. **General Session**
Review of Team Critique Wall Charts
Presentation of Team Improvement Steps
Introduction to Activity 5: Review and Discussion of Personal Vision and Goals
- 8:45-9:45 a.m. **Team Activity**
Step 1: Review of Personal Vision
Step 2: Team Discussion of Questions
- 9:45 a.m.-12:00 p.m. **General Session**
Introduction to Activity 6: Developing a Written Change Strategy Report
Team Activity
Writing a Change Strategy Report

12:00-1:00 p.m. LUNCH

- 1:00-2:00 p.m. **General Session**
Introduction to Activity 7: Critique of Teamwork During Activity 6
Individual Activity
Step 1: Individual Assessment
Team Activity
Step 2: Team Assessment

Day 3 (continued)

2:00-3:00 p.m. **General Session**

Introduction to Activity 8: Intergroup Relationships

Pair/Trio Activity

Step 1: Pair/Trio Discussions

3:00-5:00 p.m. **General Session**Lecturette: *Discussion of Impact of Intergroup Relationships***Individual Activity**

Step 2: Pair/Trio Style Assessment

Pair/Trio Activity

Step 3: Assessment Exchange and Discussions

Team Activity

Step 4: Review of Pair/Trio Assessments

5:00-6:00 p.m. BREAK

6:00-7:00 p.m. DINNER

7:00-7:10 p.m. **General Session**

Introduction to Activity 9: Evaluating Team Culture

7:10-10:00 p.m. **Individual/Team Activity**

Step 1: Diagnosing Team Culture

Step 2: Developing a Team Change Strategy Report

Step 3: Critique of Team Action

Day 4

8:00-9:00 a.m. **General Session**

Presentation of Team Improvement Strategies

Introduction to Activity 10: Defining Soundest Organization Culture

9:00-11:00 a.m. **Team Activity**

Choosing Soundest Culture Alternatives

11:00 a.m.-12:00 p.m. **General Session**

Discussion of Team Conclusions Regarding Soundest Culture Items

Lecturette: *Implementing Organization Change*

12:00-1:00 p.m. LUNCH

Day 4 (continued)

- 1:00-1:10 p.m. **General Session**
Introduction to Activity 11: Personal Critique and Feedback
- 1:10-5:00 p.m. **Team Activity**
Step 1: Team Feedback
- 3:30-3:45 General Session Progress Check
Step 2: Plan a Personal Improvement Strategy
Step 3: Recording Your Personal Profile
Step 4: Reassessing Your Personal Style

5:00-6:00 p.m. BREAK

6:00-7:00 p.m. DINNER

- 7:00-10:00 p.m. **Team Activity**
Activity 11 (continued)

Day 5

- 8:00-9:00 a.m. **General Session**
Hand in Grid Style Reranking forms
Introduction to Activity 12: Reassessing Personal Values
- Individual Activity**
Step 1: Redefining Personal Preferences
Step 2: Recording Your Preferences
- General Session**
Step 3: Team Summary
Step 4: Comparing Individual Pre and Post Personal Values Scores
- 9:00-9:20 a.m. **General Session (continued)**
Lecturette: *The Power of Vision*
Introduction to Activity 13: Personal Improvement Strategy
- 9:20-11:00 a.m. **Individual Work**
Step 1: Comparing Improvement Strategies
- Team Activity**
Step 2: Team Review of Improvement Strategies
Step 3: Review of Seminar Learning
- 11:00 a.m.-12:00 p.m. **General Session**
Lecturette: *Data Feedback and Gap Analysis*
Team Presentations of Seminar Learning
Closing Remarks
Seminar Critique