

HSM
Inspiring ideas

MANAGEMENT WEEK 2009



**BILL
GEORGE**

Authentic Leadership



**HERB
KELLEHER**

People-Focused Culture



**LARRY
BOSSIDY**

Execution in Action

APRIL 27-MAY 1, 2009 | NEW YORK CITY

LIMITED TO 120 EXECUTIVES

MANAG WEEK

MANAGEMENT WEEK IS AN INTENSIVE AND COMPREHENSIVE LEARNING EXPERIENCE FOR SENIOR EXECUTIVES WITH 3 OF THE WORLD'S MOST ADMIRED BUSINESS LEADERS.

BASED ON THEIR PRACTICAL AND REAL WORLD EXPERIENCE AS CEOS REPRESENTING DIFFERENT INDUSTRIES AND DISCIPLINES, YOU WILL IMMERSE YOURSELF IN A TRULY UNIQUE AND MEMORABLE EXECUTIVE TRAINING PROGRAM.

THROUGH INTENSIVE SESSIONS INCLUDING LECTURES, DISCUSSIONS WITH YOUR PEERS, BREAKOUT SESSIONS, AND CASE STUDIES, YOU WILL LEAVE WITH CONCRETE AND ACTIONABLE IDEAS FOR YOUR BUSINESS.



MODULE I:
BILL GEORGE
Authentic Leadership
April 27-28

AGEMENT

2009



MODULE II:
HERB KELLEHER
People-Focused Culture
April 29



MODULE III:
LARRY BOSSIDY
Execution in Action
April 30-May 1

ALSO AVAILABLE TO PURCHASE INDIVIDUALLY



BILL GEORGE

Bill George was CEO of Medtronic, the world's leading medical technology company, from 1991 until 2001, and chairman of the board from 1996 to 2002. He has been named one of the "Top 25 Business Leaders of the Past 25 Years" by PBS, "Executive of the Year-2001" by the Academy of Management, and "Director of the Year-2001-02" by the National Association of Corporate Directors. Under his leadership, Medtronic's market capitalization grew from \$1.1 billion to \$60 billion, averaging 35% growth per year.

George is the author of the bestselling books, *Authentic Leadership: Rediscovering the Secrets of Creating Lasting Value* and *True North, Discover Your Authentic Leadership*.

Currently, George is a professor of management practice at Harvard Business School. He also serves on the board of directors of ExxonMobil, Goldman Sachs and Novartis, and is a trustee of the Carnegie Endowment for International Peace and the World Economic Forum USA.

AUTHENTIC LEADERSHIP

A Concrete and Comprehensive Program for Leadership Success

DAY 1 - MONDAY, APRIL 27

8:30 - 10:00

1. BECOMING A TRUE NORTH LEADER

- Discovering your True North
- The five dimensions of an authentic leader
- The internal compass: Leading with your heart and your head

10:00 - 10:30

COFFEE BREAK

10:30 - 12:00

2. WORKSHOP: YOUR JOURNEY TO AUTHENTIC LEADERSHIP

- How your life story defines your leadership
- Preparing for leadership
- Leadership comes of age: A time of giving back

12:00 - 1:30

LUNCH AND DISCUSSION WITH BILL GEORGE

- Why leaders lose their way

1:30 - 3:00

3. THE TRANSFORMATION FROM 'I' TO 'WE'

- Transformation: The vital step on your journey
- Motivation: Balancing extrinsic motivations and intrinsic rewards
- Serving something greater than oneself
- BREAKOUT: My greatest crucible—when life puts resilience and character to the test

3:00 - 3:30

COFFEE BREAK

3:30 - 5:00

4. DISCOVERING YOUR AUTHENTIC LEADERSHIP

- Knowing yourself and confronting your blind spots
- Leading by values: The tenets of your leadership
- Unveiling your motivations to be a leader
- Building your support team: The importance of mentors, family and friends
- Staying grounded by integrating your life
- The real measure of success
- *Case Study:* "GE's Jeff Immelt: The voyage from MBA to CEO"

5:00 - 6:30

5. WORKSHOP: BECOMING SELF-AWARE

- Discovering your authentic self
- Your values, principles and ethical boundaries

DAY 2 - TUESDAY, APRIL 28

8:30 - 10:00

1. BECOMING A MARKET LEADER

- Seven deadly sins: Pitfalls to sustainable growth
- Innovation from the heart: Appealing to people's passions and desires
- Acquisition strategies that align with your business mission
- Dealing with your stakeholders: On customers, employees and shareholders
- Building a leadership succession plan

10:00 - 10:30

COFFEE BREAK

10:30 - 12:00

2. EMPOWERING PEOPLE TO LEAD

- How to lead and empower to lead
- Purpose, passion and leadership
- The importance of mutual respect
- *Case Study:* "Andrea Jung: Empowering Avon Women"

12:00 - 1:00

LUNCH WITH BILL GEORGE

1:00 - 2:00

3. WORKSHOP

- Preparation of Your "Personal Leadership Development Plan"

2:00 - 3:30

4. OPTIMIZING YOUR LEADERSHIP EFFECTIVENESS

- Achieving superior long-term results
- How to stick to your True North: Being flexible and using power wisely
- BREAKOUT: Defining your leadership style

3:30 - 4:00

5. WRAP-UP AND CONCLUDING REMARKS

- The fulfillment of leadership
- Open Q&A and wrap-up



HERB KELLEHER

Herb Kelleher is a Co-founder of Southwest Airlines and has served as its Executive Chairman until May of 2008. From September 1981 through June 2001, he also served as President and CEO of the enterprising airline. Profitable for 35 consecutive years, during 1972-2002, Southwest produced the highest return to shareholders of any company included in the S&P 500. For the 12th year in a row, *FORTUNE* has recognized Southwest Airlines in its annual survey of “Most Admired Companies.”

A charismatic leader and a passionate entrepreneur, Kelleher himself has received numerous awards and honors, including the U.S. Chamber Business Leadership Hall of Fame; “CEO of the Year” and one of history’s top three CEOs (*Chief Executive* magazine); National Sales and Marketing Hall of Fame; and “U.S. Master Entrepreneur” (*Inc. Magazine*).

PEOPLE-FOCUSED CULTURE

Building a Culture for Sustainable Growth & Profitability

DAY 3 - WEDNESDAY, APRIL 29

8:30 – 10:00

1. MISSION & VALUES

- Employees first: Value the “right” people and the rest will take care of itself
- Highest quality customer service: A mission which transcends time and business cycles
- Customer evangelism and the golden rule: Why being evangelical is good business
- How to infuse trust throughout the organization: Transparency, candor and openness
- Sustainable legacy: How a clear mission paves the way for longevity while competitors come and go
- Unusual but powerful: Likeability and humility

10:00 – 10:30

COFFEE BREAK

10:30 – 12:00

2. BUILDING A PEOPLE-FOCUSED CULTURE OF INNOVATION

- The entrepreneurial challenge: How to create an exceptional “small company” culture – no matter the company’s actual size
- Entrepreneurs vs Managers: How to maintain the best entrepreneurial spirit while managing for results
- The spirit of innovation: Simplicity as an engine of change
- How an unorthodox vision and a culture of innovation drive long term success
- *A Case Study in duality*: A disruptive innovation and a blue ocean

12:00 – 1:30

LUNCH WITH HERB KELLEHER

1:30 – 3:00

3. FROM INNOVATIVE IDEA TO SUSTAINABLE ENTERPRISE

- Spirit-based marketing: How marketing based on a collective “spirit” makes your company your “cause”, not your “career”
- Capturing mindshare: How selling an experience becomes so much more than a transaction
- Growth & Sustainability: Simplicity as the most efficient path
- Flexibility & Responsiveness: Keeping your organization nimble enough to gain competitive advantage
- Integrated & Interrelated: How to make your strategy imitation-proof
- RESULTS of doing vs PROCESS of doing: Why going through the motions does not guarantee an outcome
- Customer focus: How to plan, implement and revise strategy by talking with customers and observing societal trends

3:00 – 3:30

COFFEE BREAK

3:30 – 4:30

4. LEADERSHIP FOR LONG-TERM GROWTH AND PROFITABILITY

- Enduring leadership: How we built Southwest Airlines while staying true to our core values
- Legacy & back to the future: How the mission paves the way
- Leadership & Teamwork: Why and how they are co-dependent
- Passion for leadership: How to make the most of your people
- Be yourself: How natural behavior leads to enhanced productivity and teamwork
- Unleashing the power of a “day in the field”: Make your managers do the job

4:30 – 5:00

5. OPEN DISCUSSION

- Q&A with Herb and concluding remarks



Kelleher will lead a Special Event on the evening of Tuesday, April 28th (the day before his module). This event is exclusive for participants of the full week program. *Limited space available for this activity.*



LARRY BOSSIDY

Few individuals bring to their audiences the wealth of experience and accomplishment that has made Larry Bossidy one of the most respected CEOs in recent history. Former CEO and chairman of Honeywell International Inc., Bossidy learned the art of execution through his decades as a successful leader. In his 34-year career at General Electric, he rose to vice chairman and brought the company back to double-digit growth. He turned AlliedSignal into one of the world's most admired organizations and successfully shepherded it into the historic merger with Honeywell. During his tenure as CEO, AlliedSignal achieved outstanding results, highlighted by 31 consecutive quarters of earnings-per-share growth of 13% or more.

The lessons of his exemplary career have made his book, *Execution: The Discipline of Getting Things Done*, a business classic. In his newest book, *Confronting Reality: Doing What Matters to Get Things Right*, he stated that successful execution does not depend on the recipe but on the leader. Bossidy now serves on the boards of directors and consults with CEOs of several major corporations to help them improve their companies' performance.

EXECUTION IN ACTION

The Art of Turning Strategy into Results

DAY 4 - THURSDAY, APRIL 30

8:30 - 10:00

1. EXECUTION: THE PRIMARY JOB OF THE LEADER

- Leading for execution: The seven principles of effective leaders
- Why execution is vital to your business
- The new realities of the business world
- BREAKOUT: How are you confronting reality? How is it affecting your business?

10:00 - 10:30

COFFEE BREAK

10:30 - 12:00

2. EXECUTION AS COMPETITIVE ADVANTAGE

- Execution: The prerequisite to organizational excellence
- Establishing a culture of execution
- Developing an integrated business system in sync with the marketplace, the economy and the competition
- Aligning multiple priorities and allocating resources accordingly
- Managing the unexpected: About business cycles and contingency plans
- Why “smart” does not equal “ability to execute”

12:00 - 1:30

LUNCH WITH LARRY BOSSIDY

1:30 - 3:00

3. EFFICIENCY AND ACCOUNTABILITY IN EXECUTION

- How to get the right people in the right job
- Involving your people in the full process of strategy design, development and execution
- Bridging the gap between expectations and actual results

3:00 - 3:30

COFFEE BREAK

3:30 - 5:00

4. WORKSHOP

- Small group breakout sessions with projects related to the day’s discussion topics

DAY 5 - FRIDAY, MAY 1

8:30 - 10:00

1. THE CORE PROCESSES OF EXECUTION

- People: Building, training and retaining your team—and removing the non-performers
- Strategy: Aligning the moving parts of an organization toward its business objectives
- How to conduct a strategy review
- Operations: Making the link with people and strategy
- BREAKOUT: Understand where you and your company stand

10:00 - 10:30

COFFEE BREAK

10:30 - 12:00

2. CASE STUDIES AND BENCHMARKS

- Execution checks & balances—quarterly review
- *Case Studies*: Southwest Airlines and Compaq

12:00 - 1:30

LUNCH WITH LARRY BOSSIDY

1:30 - 3:30

3. ACTION PLAN AND WRAP-UP

- Execution checklist: Characteristics of excellence
- Incorporating execution into your action plan
- Open discussion

3:30

PROGRAM ENDS

GENERAL INFORMATION

Date & Venue

April 27 – May 1, 2009

Cipriani at Rockefeller Center
30 Rockefeller Center - 64th Floor
Pegasus Room
New York City



Special Accommodations

Visit hsmglobal.com/us/mw for more information.

Each Attendee Will Receive

- Attendee Profile and Contact List
- Working Materials
- Meals (continental breakfast, lunch and coffee breaks)
- Attendance Certificate
- Exclusive Special Event with Herb Kelleher on the evening of April 28th (exclusive for participants of the full week program)

Limited Availability

Limited to 120 attendees

All applications are subject to approval by HSM

Program Fee

Valid for the 5 days of the program plus the Special Event with Kelleher

Regular Price: \$13,500

Before February 5th: \$9,000

Corporate Offer

Three Participants: \$25,500 (\$8,500 per person)

Five Participants: \$40,000 (\$8,000 per person)

Individual Module Fees

Valid only for the day(s) of the specific module you select

Offer until Feb. 5th	Individual	3 Participants	5 Participants
Bill George (April 27-28)	\$4,900	\$14,100	\$22,500
Herb Kelleher (April 29)	\$3,600	\$10,500	\$17,000
Larry Bossidy (April 30-May 1)	\$4,900	\$14,100	\$22,500

Three Ways to Register

Phone 866 711 4476 | 9 am - 6 pm EST

212 317 8454 (If dialing internationally)

Fax 212 308 6788

Online hsmglobal.com/us/mw

For more information, contact us at info.us@hsmglobal.com



REGISTRATION FORM MANAGEMENT WEEK 2009

APRIL 27 - MAY 1, 2009

CIPRIANI AT ROCKEFELLER CENTER - NEW YORK CITY

For registration or more information on the program, please visit our website at

hsmglobal.com/us/mw, call **866 711 4476**, or fax this registration form to **212 308 6788**.

NAME _____

TITLE _____ DEPARTMENT _____

COMPANY _____ INDUSTRY _____

COMPANY TYPE PUBLIC PRIVATE FAMILY OWNED

COMPANY SIZE (EMPLOYEES) <50 50 to 100 101 to 500 501 to 1000 > 1000

ADDRESS _____ CITY _____

STATE/PROVINCE _____ ZIP/POSTAL CODE _____ COUNTRY _____

EMAIL _____ BUSINESS PHONE NUMBER _____ FAX NUMBER _____

PROGRAM FEE (Before February 5th, 2009)

(Valid for the 5 days of the program)

Program Early Registration Offer: \$9,000 Attendees___

Corporate Offer

Three Participants: \$25,500 (\$8,500 per person)

Five Participants: \$40,000 (\$8,000 per person)

Individual Module Fees

	Individual	3 Participants	5 Participants
Bill George (April 27-28)	<input type="checkbox"/> \$4,900	<input type="checkbox"/> \$14,100	<input type="checkbox"/> \$22,500
Herb Kelleher (April 29)	<input type="checkbox"/> \$3,600	<input type="checkbox"/> \$10,500	<input type="checkbox"/> \$17,000
Larry Bossidy (April 30-May 1)	<input type="checkbox"/> \$4,900	<input type="checkbox"/> \$14,100	<input type="checkbox"/> \$22,500

PAYMENT OPTIONS

Check enclosed (*Make check payable to HSM Americas, Inc.*)

Bill me

Visa Mastercard American Express Diners Club Discover

CARD NUMBER _____ EXPIRATION DATE _____

CARDHOLDER'S NAME _____ CARDHOLDER'S SIGNATURE _____

Which of the following topics would you like HSM to include in its future programs?

Negotiation Teamwork Family Business Personal Development Customer Experience

Leadership Green Biz Innovation Sales/Marketing Change Management

Cancellation & refund policy: If you request cancellation up to 60 days prior to the event ("Cancellation Deadline"), the refund will be processed in the same manner (i.e. credit card, check, etc.) that the registration payment was made, less a processing fee of \$500 per ticket. For cancellations in writing requested after the Cancellation Deadline and before 21 days prior to the event ("Credit Deadline"), a credit refund will be granted for HSM events to be held until 12/31/2010 for the value of your purchase. After the Credit Deadline tickets may only be transferred to a substitute participant. We reserve the right to cancel the event, and if this occurs, we shall refund the total fee paid.

Scheduling: We reserve the right to make any changes without prior notice.

Detailed Terms and Conditions can be found in the Register section at hsmglobal.com/us/mw

CODE: **MGW/2MD/WEB1/09**

"Authentic leaders are more effective at optimizing their effectiveness to achieve superior long-term results."

Bill George

"Business is about people – yesterday, today and forever."

Herb Kelleher

"Show me a leader that is not interested in execution, and I show you an underperforming company."

Larry Bossidy



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UPCOMING EVENTS 2009

Building Winning Teams with **Patrick Lencioni**,
Mar. 10-11, New York
Mar. 18-19, San Francisco

World Innovation Forum,
May 5-6, New York

World Business Forum,
Oct. 6-7, New York

The Future of Management with **Gary Hamel**,
Oct. 8, New York

For an updated list of events, visit hsmglobal.com/us