

June 14, 2000  
The Grand Hyatt, Washington, DC

Special related event! Attend the Leadership Development Conference on June 11-13th in Washington D.C.

# Action Learning & Action Coaching Conference

## ADVANTAGES OF ACTION LEARNING OVER TRADITIONAL TRAINING METHODS

- Action learning develops the individual and organization simultaneously
- Participants develop both hard and soft skills as they tackle real business challenges
- Participants are held accountable for their actions and experience a real sense of risk that heightens their learning experience
- Facilitators often guide group members in reflection to better understand the situational dynamics, problem-solving and decision-making skills employed
- Cost effectiveness: participants address real not fictitious organization problems, use fewer books and materials, and training is often held on-site

## ADVANTAGES OF ACTION COACHING™ OVER TRADITIONAL COACHING

- Traditional coaching is achieved through relatively unstructured interactions; it also lacks an action or organizational linkage component
- Action coaches assist employees in meeting ambitious and complex professional development goals while simultaneously achieving key business results
- Action Coaching has three clearly defined goals:
  - a. Enhancing self-awareness through a better understanding of attitudes, behaviors, strengths, and weaknesses
  - b. Breaking through performance barriers thereby raising performance to an entirely new level
  - c. Making a transformative behavioral/attitudinal change

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**CDR** INTERNATIONAL 

## ATTEND THIS CONFERENCE AND LEARN FROM THE FOLLOWING EXPERTS:



### David Dotlich

founding partner of CDR International former executive vice president of Honeywell and co-author of *Action Learning*



### Michael Marquardt

author of *Action Learning in Action: Transforming Problems and People for World-Class Organizational Learning*



### Harriet Edelman

is senior vice president and chief information officer for Avon Products, Inc.



### Charles Margerison

president of the International Management Centres Association in Australia



### Barbara Elbertson

is director of management education and development at Johnson & Johnson



### Jim Shanley

senior vice president, Bank of America



### Peter Cairo

founding partner of CDR International and adjunct professor of psychology at Columbia University, co-author of *Action Coaching*

### Dan Ciampa

co-author, *Right from the Start: Taking Charge in a New Leadership Role*

To register or for more information call 781-862-3157, or visit us at [www.linkageinc.com/lcd2000/](http://www.linkageinc.com/lcd2000/)



**Peter Cairo/David Dotlich**  
8:15-8:45

## Overview of Organizational Action Learning & Action Coaching™

Action learning and action coaching are powerful tools that can be used to reach critical business goals and address training and development challenges. Dotlich and Cairo will give a clear definition of each and discuss the reasons for their effectiveness.

### *In this session you will learn:*

- The business drivers for action learning/coaching
- New models of executive learning
- How to link learning and doing at both the individual and company level
- The ways in which action learning and action coaching can be used for integration, globalization and innovation

### **Peter Cairo Ph.D.** **and David Dotlich Ph.D.**

are co-authors of *Action Coaching: How to Leverage Individual Performance for Company Success* (Jossey-Bass, 1999). Dr. Cairo and Dr. Dotlich are founding partners of CDR International, a consulting firm specializing in executive development. Peter Cairo recently completed a 20-year career as full time member of the faculty of Columbia University where he served as chairman of the Department of Organizational and Counseling Psychology. He is currently an adjunct professor. David Dotlich, former executive VP of Honeywell, has been involved with planned organizational change in academics, business, government, and consulting for 20 years. He is also the co-author of *Action Learning* (Jossey-Bass, 1998). Dr. Cairo and Dr. Dotlich, are currently delivering in-house education to hundreds of the world's most talented senior executives.



**Barbara Elbertson**  
9:00-10:00

## Building Leadership Capability Through Action Learning

Johnson & Johnson is the largest and most comprehensive manufacturer of health care products in the world. As in most corporations today, the need for strong leaders is critical; those who can lead not just for today but those that must ensure our future growth. Growth and the rate of change have required a fresh approach to developing leaders; an approach that incorporates learning while working on meaningful business issues.

### *During this session you will:*

- Understand how Johnson & Johnson moved from the traditional classroom form of executive development to action learning
- Hear about two different action learning approaches used for the past four years
- Learn what has been discovered about action learning

### **Barbara Elbertson**

is director, management education and development for Johnson & Johnson responsible for strategic executive education that will assist senior management in achieving their objectives and provide a catalyst for change. Her activities include assessing business needs and developing appropriate learning interventions based on leadership development, innovation and change management. Her recent focus has been the delivery of custom designed executive leadership development programs for Johnson & Johnson's worldwide franchises and she is currently working with the global businesses to implement Johnson & Johnson's Leadership 2005 strategy.



**Jim Shanley**  
10:15-11:15

## Leveraging Leadership Development to Fuel Growth at Bank of America

The new Bank of America is a result of the 1999 merger between NationsBank and Bank of America. Bank of America employs 170,000 associates and is one of the fastest growing and most innovative financial services companies in the world. Outstanding leadership development practices have shaped the organization's tremendous growth over the last 15 years. Jim will focus on the innovative, integrated and practical leadership development system that has produced a deep bench of leadership talent.

### *You'll learn how to:*

- Apply action learning and action coaching in a fast paced changing environment
- Engage senior executives around building a strong leadership development agenda - on their terms
- Create a shared mindset and leadership culture in a fast growing and changing environment
- Build practical processes and programs to build your leadership engine

### **Jim Shanley**

is a senior vice president and has corporate responsibility for executive development, leadership development, and organization development at Bank of America. Jim is a regular keynote presenter at national conferences and was one of four company practitioners on the McKinsey War for Talent steering team.



**Michael Marquardt**  
11:15-12:15

## Action Learning Tools in Action

Action learning has rapidly become one of the most powerful tools available in the workplace for solving problems, developing leaders, building teams, and creating learning organizations. Corporations worldwide have incorporated action learning programs into daily operations. Mr. Marquardt will provide field-tested tools to solve problems, develop individuals, and create organizational learning and success. He will show clearly how action learning works, how it is in action and how it can transform people and organizational problems.

### *By attending this session you will:*

- Understand the six key components of successful action learning programs
- Hear about best practices of action learning from different parts of the world
- Be able to introduce action learning into your work setting

### **Michael J. Marquardt**

is a professor of human resource development and program director of overseas programs at George Washington University. He also serves as president of Global Learning Associates. Mike is the author of 14 books and over 50 professional articles in the fields of leadership, learning, globalization and organizational change including *Building the Learning Organization* (selected as Book of the Year by the Academy of HRD), *The Global Advantage*, *Action Learning in Action*, *Global Leaders for the 21st Century*, *Global Human Resource Development*, and *Technology-Based Learning*. Dr. Marquardt's achievements and leadership have been recognized through numerous awards including the International Practitioner of the Year Award from the American Society for Training and Development.



**Charles Margerison**  
2:30-3:15

## Building An Action Learning Intervention to Transform Your Organization

Action Learning confronts reality rather than studying a hypothetical situation. It involves the use of skills in 'situ' rather than learning them in one place and transferring them to another. The key foundations of action learning are: learning from experience; sharing that experience with others; having colleagues criticize and advise; taking advice and implementing it, and reviewing with colleagues the action taken and the lessons learned. Dr. Charles Margerison will focus on the practicalities of how to conduct an action learning program including: how to get started, who should be involved, and how questions become objectives. He will describe how action learning is used as a form of problem solving and continuing professional development.

### *In this session you will learn about:*

- The eight major activities that have to be covered
- The organization structure you need - the roles the Steering Committee and Facilitators
- How an action learning team can work - the value of signed expectations
- The main 'Linking Skills' that the members need
- The Pay Off/Return On Investment - how to measure and sustain it

**Dr. Charles Margerison** is the president of the International Management Centres Association in Australia, and a member of its Worldwide Council. He was previously CEO of a publishing company, and also professor of management at universities in the UK, and Australia. He is the originator, and co-founder, of Team Management Systems which has offices at Herndon, VA, USA, York, UK and Brisbane, Australia. He is the author of 10 books on management, and is currently president of an Internet publishing company.



**Harriet Edelman**  
3:30-4:15

## Developing Global Leaders at Avon

Avon Products, Inc. is the world's largest direct seller, with 3.0 million representatives selling in over 130 countries. Avon adopted an action learning and action coaching approach to develop their global leaders to address key business goals and execute the strategy for continued globalization of the business. The top 100 leaders of the company participate in the leadership development program which includes the execution of a 90 day project that focuses on one element of the stated strategy.

### *By attending this session you will learn:*

- Business and development challenges associated with globalization
- Methods for applying action learning and action coaching to leadership development
- Leadership challenges within a global organization

### **Harriet Edelman**

was recently named senior vice president and chief information officer for Avon Products, Inc., with responsibility for Avon's information technology strategy and operations globally. Prior to this position she was SVP - Global Operations. This position included strategic and line responsibility for Avon's Global Supply Chain: sourcing, manufacturing, customer service and distribution. Avon Products, Inc. is the world's largest direct seller, with 3.0 million Representatives selling in over 130 countries. Harriet joined Avon twenty years ago in marketing. She was promoted to officer level in 1987 and has since held numerous executive positions in marketing, sales, operations and information technology.



**David Dotlich**  
4:30-5:00

## The Road from Here: Building Leadership Skills for an Era of Complexity, Chaos, and Discontinuity

Organizations are rapidly heading toward a leadership crisis and many are there already. People emerging from executive development programs or who have been groomed for leadership through succession planning are not up to task. The way some companies adopt the latest leadership fad or bring in a guru to inspire executives to lead companies in new directions has almost a desperate quality. Action Learning and action coaching can provide leaders with a chance to develop new behaviors. The key attribute attained through the process is increased self-awareness. This attribute is something that few twenty-first century leaders can do without.

### *This session will focus on:*

- Twenty-first century scenarios
- Moving from a domestic to a global mindset
- Responding to changing market realities
- Dealing with rapid growth and working across boundaries
- The evolution of action learning and coaching from where we are today

### **Dr. David Dotlich**

is founding partner of CDR International and former executive VP at Honeywell, has been involved with planned organizational change in academics, business, government and consulting for 20 years and is co-author of *Action Learning: How the World's Top Companies Are Re-Creating Their Leaders and Themselves*, and *Action Coaching: How to Leverage Individual Performance for Company Success*.

**Dan Ciampa**  
1:15-2:15

## Succession Dilemmas: Coaching for Transition

Moving into a new role either from the outside or within an organization presents significant challenges for a new leader. New leaders must both adapt to the culture while simultaneously making change happen. Dan Ciampa will explore the leader's role in applying action learning and action coaching techniques to re-energize the company and ensure that employees stay sharp and continuously improve their ability to innovate.

### *By attending this session you will learn:*

- Five guidelines to help new leaders manage their learning
- How to assess whether your organization's strategy is able to adapt to market changes
- How to balance the challenges inherent in any leadership transition
- How a new leader can master visioning, and coalition building during his/her transition period thereby building momentum for change.

### **Dan Ciampa**

is one of the world's leading authorities on CEO and senior leadership transition. He combines expertise in leadership, organization culture change, and operations improvement to help leaders deal with the strategic, tactical, political, & cultural challenges of transition. In 1985, Dan became CEO of Rath & Strong, one of the most highly regarded manufacturing engineering consulting firms. He left Rath & Strong as Chairman and CEO in 1993 and still advises the current CEO. He is author of *Manufacturing's New Mandate, Total Quality: A Users Guide for Implementation* and co-author of *Right from the Start: Taking Charge in a New Leadership Role*.

# Action Learning & Action Coaching

## An Intensive One Day Program

“Action learning has rapidly become one of the most powerful tools available in the workplace for solving problems, developing leaders, building teams, and creating learning organizations. Corporations worldwide have incorporated action learning programs into daily operations.”

-Action Learning in Action

8:00-8:15	Welcome and Introduction
8:15-8:45	<b>DAVID DOTLICH &amp; PETER CAIRO:</b> Overview of Organizational Action Learning & Action Coaching
9:00-10:00	<b>BARBARA ELBERTSON,</b> Johnson & Johnson: Building Leadership Capability Through Action Learning
10:15-11:15	<b>JIM SHANLEY,</b> Bank of America: Leveraging Leadership Development to Fuel Growth at Bank of America
11:30-12:15	<b>MICHAEL MARQUARDT:</b> Action Learning Tools in Action
12:15-1:15	Lunch
1:15-2:15	<b>DAN CIAMPA:</b> Succession Dilemmas: Coaching for Transition
2:30-3:15	<b>DR. CHARLES MARGERISON:</b> Building an Action Learning Intervention To Transform Your Organization
3:30-4:30	<b>HARRIET EDELMAN,</b> Avon: Developing Global Leaders at Avon
4:30-5:00	<b>DAVID DOTLICH:</b> Closing

To register or for more information, call 781-862-3157, or visit us at [www.linkageinc.com/ldc2000/](http://www.linkageinc.com/ldc2000/)

Attend the Leadership Development Conference on June 11-13th in Washington D.C.



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EPA, CIA, AARP  
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Learn the proven tools and strategies from the “best of the best” in leadership development

This year's program features more than 50 experts, including:

**Warren Bennis**  
author,  
*On Becoming  
A Leader*



**Ann Richards**  
former US Governor  
of the state of Texas

**General Colin Powell**  
USA (Ret.) former  
chairman of the  
Joint Chiefs of Staff



**Marshall Goldsmith**  
co-author, *Leader of  
The Future*

**Dee Hock**  
founder and CEO  
Emeritus, Visa  
International



**Lynda Gratton**  
professor, London  
Business School

**John Kotter**  
professor, Harvard  
Business School  
Live! Via Satellite



**David Peterson**  
senior vice president,  
PDI

# Action Learning & Action Coaching Conference

## Linkage alumni speak to their return on investment:

*"The conference was outstanding. I learned a great deal that I can take back to the workplace and apply."*  
-Paula Spaulding, instructor, CIA

*"I was so impressed by the caliber of not only the speakers and the conference administrators but the participants- first class, extremely accomplished group."*  
-Claire Stieg, director of human resources, Eastman Kodak

*"Another world-class event. Linkage is the benchmark."*  
-Robert J. Kee, director of organizational development, Ameristeel

*"The exposure to other perspectives is worth the time alone. I learned as much from the other participants as I did from the first-rate presenters."*  
-Casey Carlson, U.S. Department of Commerce

## FREE RESOURCES

### 1) *The Action Learning/Action Coaching Proceedings Book*

The proceedings are an invaluable resource and reference guide for the participant and can be used long after the conference ends. They feature handouts, submitted overheads from conference presenters, and other resources you can tap into to continue to expand your knowledge about Action Learning and Action Coaching.

### 2) *Emerging Methodologies and Approaches*

Through extensive research, the program committee has designed this one-day event to address the critical components of action learning and action coaching including: re-defining organizational learning, embracing change, transforming leaders, active learning, team building, and breaking barriers between business units and functions.

### 3) *A Network of Professionals*

This one-day event is specifically designed to provide the opportunity to network with fellow attendees. The context for discussions is provided through interactive presentations and an afternoon luncheon. Both connect you to a network of peers and colleagues who are tasked with similar responsibilities.

## WHO WILL BENEFIT?

- Leadership development practitioners who are applying action-learning techniques and practices to executive development and training programs
- Vice presidents, directors and managers who are implementing performance improvement initiatives
- Executive coaches who are developing newly appointed leaders
- Learning and knowledge officers who are building organizational capability to learn and share knowledge across organizational boundaries
- Line executives who are managing future business initiatives that will require teamwork and change

## YOU WILL LEARN HOW TO:

- Use Action Learning techniques to drive business results
- Develop coaching skills that lead to measurable changes in behavior
- Create high performing cross-functional teams
- Radically improve individual and organizational performance by using non-traditional methods
- Enhance the long-term development of your organization's executive development capability
- Apply innovative strategies to improve your organization's learning capabilities

## QUESTIONS TO BE ANSWERED:

- What makes action learning & action coaching a unique and dynamic approach?
- How can action learning and action coaching add value to your training programs?
- What are the competencies necessary to be an effective action coach?
- How can action learning and action coaching be applied to your existing leadership development program?
- How does action learning effectively encourage the transfer of new knowledge and behavior to the workplace?

# Action Learning & Action Coaching Registration Form

## FIVE EASY WAYS TO REGISTER

PHONE: 781-862-3157  
FAX: 781-862-2355  
INTERNET: [www.linkageinc.com](http://www.linkageinc.com)

MAIL: Linkage, Inc.  
The Action Learning &  
Action Coaching Conference  
P.O. Box 3661  
Boston, MA 02241-3661

CALL YOUR LINKAGE REPRESENTATIVE

## CONFERENCE LOCATION & HOTEL ACCOMMODATIONS

The Grand Hyatt Washington  
At Washington Center  
1000 H Street, N.W., Washington, DC 20001  
(202) 582-1234

Hotel rooms are not included in the registration fees listed. A block of rooms is being held for you at the Grand Hyatt Washington at special reduced conference rates until April 30, 2000. Be sure to mention that you are with Linkage's Action Learning & Action Coaching Conference to obtain the discounted rate.

### Satisfaction Guarantee:

The Action Learning & Action Coaching Conference is designed to provide applicable tools, models and methods to measure and enhance organizational performance. If you are not satisfied with your return on investment, we will refund the conference tuition portion of your fee.

### Payment Policy:

Payment must be in U.S. funds, and is due prior to the conference. If you are paying by check, a credit card hold will be required and will be processed if we haven't received payment two weeks after the conference date. Make checks payable to: Action Learning & Action Coaching Conference. Registration fees are non-refundable, but are transferable. Only one discount offer may be applied per registration.

Please register the individual(s) listed below for the special 1-day Action Learning & Action Coaching Conference on June 14, 2000 for

\$495 (a savings of \$100) with registration to the 2-day Leadership Development Conference registration

\$595 without the 2-day conference registration.

NAME \_\_\_\_\_ TITLE \_\_\_\_\_

NAME \_\_\_\_\_ TITLE \_\_\_\_\_

COMPANY \_\_\_\_\_

ADDRESS \_\_\_\_\_

CITY/STATE/ZIP \_\_\_\_\_

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E-MAIL \_\_\_\_\_

Please register the individual(s) below for the 2-day program Leadership Development Conference, June 12-13, 2000 for \$1,095

NAME \_\_\_\_\_ TITLE \_\_\_\_\_

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ADDRESS \_\_\_\_\_

CITY/STATE/ZIP \_\_\_\_\_

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Please call Annette Fillion at (781) 402-5420, if you would like more information on sponsoring or exhibiting.

### PAYMENT METHOD

Check is enclosed for \$ \_\_\_\_\_  
Please make checks payable to: *The Action Learning & Action Coaching Conference*

Credit Card payment for \$ \_\_\_\_\_

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