

Advanced Management Skills Program

*Unlocking performance potential
in yourself and in others*

*Obtaining better performance from your employees ...
Struggling to find the time to achieve your business goals ...
Acquiring better “people skills” to facilitate your next career advancement ...
Devising common goals for new teams for which you are responsible ...
Finding the help you need to manage and lead others ...*

If you face these concerns and challenges, then Mahler invites you to attend the

Advanced Management Skills Program

The **Advanced Management Skills Program** consists of four 3½-day sessions (at 3-month intervals) that will help you to:

Build Your Interpersonal Skills

In module 1, “Leadership and Self Discovery”, you’ll develop convictions and skills that will guide your transformation to becoming a more effective leader. Utilizing self-assessments, role-plays, instruction in management theories, and feedback from bosses, direct reports, and peers, you’ll increase your knowledge and understanding of your impact as a leader. You will explore the discrepancy between your intentions and actions and formulate action plans to bring these into alignment. In addition, you will receive an interpersonal toolkit that provides templates to help you in selecting and terminating associates, providing feedback, coaching and counseling.

Grow Your Business

In this second module “Innovation and Growth Planning”, you will be exposed to breakthrough work in creativity and innovation. We will address questions regarding how the best organizations regularly produce breakthrough product and service innovations. You will participate in a competitive simulation that teaches a methodology for innovation. In addition, you will examine your company’s current vision and explore ways to address additional business models. You will practice a technique that addresses thinking long term about your business opportunities, building business objectives, identifying significant issues, and examining critical success factors for your business.

Lead Change in Your Organization

In this module, “Leading Organization Change”, you will explore what the best minds in the field have to say about the role of executives in leading change. Through tightly focused reading, organization assessments, simulations and case studies, you’ll discover the leadership practices that contribute to both successful and unsuccessful change efforts. Whether you need to turn the business around, increase the level of teamwork, move to a new organization structure or implement lean/six sigma, you will learn how to focus on the people side of the equation and to apply real-time solutions to your own business change challenges.

Explore Leadership, Culture, and Change

In this, the final module, “Leadership and Culture”, you will explore your role as a leader of organizational culture while being an active participant in the phenomenon of national culture. Using survey feedback, you will explore your emotional readiness to lead others. You will experience a cultural simulation that will enable you to better understand how to lead those in national cultures other than your own as well as to manage organizational culture as a force in your own organization.

Work with your colleagues between classes

One of the hallmarks of the Mahler Advanced Management Skills Program is that we form “collaborative learning teams” that hold each other accountable for back home experimentation on improvement efforts. You will report

The Mahler Company, Inc.

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Advanced Management Skills Program

back to your “collaborative learning partners” at each session on your back home action plan, whether it is implementing an RIO performance management system, making progress on an organization change or some other personal or organizational improvement effort.

About The Mahler Company

The Mahler Company, founded in 1972, develops leaders and helps organizations to quickly and successfully implement business strategies. Combining extensive management experience with leading-edge research, we provide our clients with the methodology and support needed to implement critical change initiatives, improve the skills and behaviors of organizational leaders, and help create business environments that are conducive to experimentation and change.

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Advanced Management Skills 4-Week Program

<p>Week 1 — Leadership and Self Discovery</p> <ol style="list-style-type: none"> 1. Introduction 2. Leadership Decision Styles 3. Coaching and Teamwork Surveys 4. Type A Behavior 5. Peer Survey 6. Performance Planning 7. Associate Development 8. Motivation 9. Coaching Associates 10. Selection 11. Personal Values 12. Career Development 13. Assessment and Action 	<p>Week 2 — Growth Planning</p> <ol style="list-style-type: none"> 1. Introduction 2. Leadership Survey 3. Innovation / Creativity 4. Vision and Values 5. Long Range Thinking 6. Business Model 7. Objectives and Key Issues 8. Critical Success Factors 9. Organization Effectiveness 10. Leadership and Change 11. Intergroup Effectiveness 12. Planning Convictions 13. Assessment and Action
<p>Week 3 — Organization Effectiveness</p> <ol style="list-style-type: none"> 1. Introduction 2. Initiating Change 3. Large-Scale Organization Change 4. Leading Change Simulation, Theory and Practice 5. Team Dynamics 6. Groupthink: When Group Process Fails 7. The Teamwork Challenge 8. Shaping the Environment 9. Organizational Analysis and Design 10. Convictions About Organizing 11. Organizational Effectiveness Project 12. Assessment and Action 	<p>Week 4 — Leadership, Culture and Change</p> <ol style="list-style-type: none"> 1. Introduction 2. The Emotional Side of Leadership 3. Culture Simulation 4. Human Resources at Hewlett-Packard 5. Cultural Primer 6. GE's Two Decade Transformation 7. Execution 8. Leadership and Culture 9. Assessment and Action 10. Convictions 11. Closing

Building Business Leadership for the 21st Century

*Suddenly, it's an e-business environment...
Your decisions are becoming more complex...
The stakes are getting higher...
Your time is at a premium...
And developing your leadership capability is crucial to success.*

*In times like these,
Mahler Executive Education Makes the Most Sense!*

Learn from business leaders who know the territory

Mahler instructors are seasoned executives. They are also excellent teachers. Their real-world knowledge and experience makes for learning that “cuts to the chase.”

Learn with executives of your own level

The time you take to develop your leadership capability is best spent with people who face the same kind of challenges that you do, who are your peers in scope of responsibility.

Learn the critical, practical skills you need to increase organizational effectiveness

Mahler education is grounded in the most advanced leadership research and theory, but the focus is always on the practical application of tools and processes—building, practicing, and reinforcing the understanding and skills you need for masterful leadership now.

Learn in the way that makes knowledge take root

Dry, abstract course work doesn't make a sharp clear connection to what you do on the job. Brief workshop learning doesn't stick. Mahler's AMSP is designed for maximum learning and retention—each week of intensive, interactive learning is followed by three months of applying that knowledge to your work and your organization.

Learn with in-the-moment Web-based coaching and reinforcement

Between your class weeks, you'll visit the Mahler Learning Center on the World Wide Web. There you can get support from your classmates as you apply your new skills and obtain guidance from your instructor when you have questions or run into obstacles.

Learn to leverage your individual and unique strengths

One-sized leadership development doesn't fit all. Your Mahler AMSP class will be limited to a small number of participants. The instruction will be personalized to your style and your needs. Your time is too precious to waste on generalized lecture courses or subject matter that is irrelevant to your growth. Your Mahler education will be tailored to you.

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Growing, Unlocking and Innovating in Fast Growth Companies

Removing blockages to innovation, growth and organization learning

Understanding how to lead growth and innovation...

Struggling against bureaucratic functional barriers that slow everything down ...

Empowering...truly empowering...the organization to act quickly ...

Moving quickly ...

Growing the top line...not just cutting costs ...

If you face these concerns and challenges, then Mahler invites you to call us regarding our experience in helping companies solve them

Representative Engagements:

Oil Field Services

This 100 year old oil field services company has a global operation with huge variation in productivity across the globe. Our innovative methodologies, teaching and group involvement strategies helped this company achieve breakout improvement in the rate of innovative thinking, its ability to plan, lead and implement complex organization change and to achieve significant efficiencies in its global operations.

Leading Health Care Company

This hi tech client grew rapidly over a ten year period and was purchased by an integrated provider of health care services. Since that time, they lost first mover advantage and faced increasingly stiff competition and declining margins. There was no clear product strategy and little consensus about what should be done. Worse, there was considerable focus on “controlling” the innovation process through a variety of stage gate methodologies. Our consultants worked with the CEO and key functional leaders from R&D and Product Management on a fast track methodology that developed a market-busting series of product line extensions in 18 months. The client learned to break through functional silos, bureaucratic procedures and policies. Most important, our consultants and innovation experts were available to guide the project all the way.

Fast Growing Global Organization

This ten year-old client, faced with astounding international growth and the need for rapid coordination across multiple departments asked us to build a Corporate University. To address their key objectives: time to market and customer satisfaction, we built a four module program that taught management and leadership skills *in the context* of solving the organization’s key issue: inability to learn to function smoothly and cooperatively across functional organizational boundaries. Our consultants and instructors focused the organization to become obsessed with learning from customers and each other and building this learning into their daily operations. Each class was followed immediately by on site coaching back at the work place. That way, the action projects that resulted from the training could be facilitated by experienced Mahler coaches. Most important, the content of the class sessions addressed the personal growth needs of the individual managers and executives that ultimately made them more effective in meeting the company’s coordination needs.

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Growing, Unlocking and Innovating in Fast Growth Companies

To learn how Mahler can help your fast growing company achieve success by avoiding the pitfalls of bureaucratic, slow moving organization systems, call us. We will be happy to discuss your situation and show you how we can custom design a program or intervention that will help you meet your growth objectives.

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About The Mahler Company

The Mahler Company is an international consulting firm that develops leaders and assists them with implementation of business strategies quickly and successfully.

We combine extensive management experience with leading-edge research to provide organizations with the methodology and support they need to implement critical change initiatives. We do this by improving the skills and behaviors of organizational leaders, enabling them to increase the contributions they make. We also help them create business environments that are conducive to experimentation and change.

Founded in 1972 by Dr. Walter R. Mahler, a pioneer in the field of succession planning and executive development, The Mahler Company is recognized worldwide as a leader in improving the skills and behaviors of executives.

Thousands of graduates throughout the world have benefited from our management development programs, and many continue to avail themselves of the various continuous learning services we provide. Our Consulting Division designs training programs to meet specific needs and works as a team member in helping organizations manage large-scale change. Our consultants work with clients using our Fast Change methodology to implement rapid shifts in strategy, structure or relationship to the market. Mahler also offers customized executive and management development programs for all levels, including senior, middle and first line managers and supervisors.

Our Public Program

[Advanced Management Skills Program \(AMSP\)](#)

The Advanced Management Skills Program (AMSP) is our open enrollment program aimed at executives either at or on the path to general managers. This program provides survey feedback to motivate learning and a wide array of tools and practices that help executives increase their level of personal effectiveness. The program covers the full gamut of leadership skills...from effective coaching and management to leading change, business planning, influencing others and building winning teams.

Corporate Universities & Consulting Services

In addition to our public program, Mahler has long offered customized executive and management training for such clients as Goodyear Tire & Rubber Company, Checkpoint Systems, Inc., Mannatech, Inc., Ingersoll-Rand Company, Bayer, Nova Canada, Engelhard Corporation, Bausch & Lomb, and many others. These programs range from multi-week, multi-year initiatives aimed at driving long-term cultural change to one-week programs. Some of our clients have unique situations that require our assistance in a more hands-on fashion. Our consultants work with clients using our Fast Change methodology to implement rapid shifts in strategy, structure or relationship to the marketplace. We have worked very effectively on relatively short-term projects, which teach the client how to drive change throughout the organization. Our customized programs and consulting services are geared at senior management teams, middle managers and first line managers and supervisors.

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Why Mahler?

We are uniquely suited to support your needs for several specific reasons:

- Our record of proven results is long and consistent
- Our professional staff includes former top-ranking officers and executives who understand from personal experience and responsibility the daily challenges faced by today's executives. Most of them have advanced degrees.
- The collaborative and team-based nature of our process is the most effective way to establish lasting change.
- Our copyrighted tools – including design models, diagnostic techniques, skill development and implementation techniques – have served our clients well and promise the same benefits to others.
- Access to a broad network of Mahler graduate executives who have experienced transformation with us through Mahler programs.
- The benefit of our years of experience in developing executives to be more effective leaders and managers, as well as leading change.

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