

# Learning as Leadership

A revolution in your evolution

## 4 Mastery

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A ONE-YEAR LEADERSHIP DEVELOPMENT PROGRAM



**T**HROUGH WORKSHOPS, individual and team coaching, we form a dedicated partnership with you and your entourage to break through your learning curve, reach your core goals and forge an environment to sustain the momentum.

**D**ESIGNED TO ADDRESS your unique situation, LaL's programs lead you through a process of self-discovery acutely attuned to your most pressing professional and personal development needs.

In-depth learning occurs through a comprehensive one year leadership development program entitled 4-Mastery or through certain stand-alone seminars. Concrete practice and implementation are supported by ongoing individual and team coaching.

Participants optimize their learning experience by attending and practicing with partners in their workplace, community and/or family.

# THE OVERALL PURPOSE OF THE PROGRAM

“One day I realized that my team and I had to evolve dramatically,  
that we were missing something essential in our way of leading our company.”  
- Ben Phillips, former President & CEO, Pelican Companies, LaL graduate

## Internal Obstacles

Discover the mental models and behavioral patterns that limit you and your team: from the daily interactions to the implementation of ambitious goals. Why is it that so many have the needed knowledge and skills to achieve large-scale projects – and yet fall short? Uncovering your internal obstacles and their impact provides profound leverage towards achieving your full potential.

## A Sense of Purpose: Set a Clear Course

Identifying and overcoming internal obstacles allows you to think in terms of what you want to create, instead of filtering your choices by what you think is possible:

**C**reate a global vision for the goals that encompass the different domains of your life: integrate conflicting areas of your life and improve your life-balance.

**A**lign your short-term objectives with long-term aspirations giving heightened meaning to your daily actions.

**G**enerate enthusiasm, motivation and efficiency for you, your team and relevant stakeholders – and accomplish seemingly unreachable challenges.

**R**econnect with what you want to model and leave as a legacy.

**L**earn to create structure and accountability for your goals, to stay consistent and drive them through to completion.

Learning as Leadership’s framework of tools and practices support participants to shift from egosystem leadership to ecosystem leadership.

# A PARADIGM SHIFT

“As executives, we all have leadership responsibilities. The question then becomes:  
do I want to be an egosystem leader or an ecosystem leader?”

-Tim Jacob, Director of Engineering Services,  
Fairchild Semiconductor, 4-Mastery Program graduate

The objective is to teach leaders to recognize behaviors stemming from the egosystem and to shift, both individually and organizationally, into operating in the ecosystem – an indispensable criterion for success.

EGOSYSTEM		ECOSYSTEM
Territorial struggles		Co-responsibility
Back stabbing	→	Trust and partnership
Withholding information		Authentic communication
Competition		Collaboration
Hiding mistakes	→	Excitement of learning
Holding a position		Empowering others
Waiting and blaming		Taking risks
Obligation	→	Passion and Commitment
Going through the motions		Motivation
Quick fixes		Fundamental solutions
Fragmentation	→	Systems thinking
Long-standing assumptions		Innovative problem-solving
Short-sighted objectives		Noble goals

Learning as Leadership guides and supports the practical implementation and maintenance of this shift so that you and your team can become catalysts and models. Instill this practice throughout your organization and all the domains of your life as a fundamental and valued competency.

Examine how this paradigm shift is specifically applicable to your communication, leadership and problem-solving skills.

## Communication Skills

Internal obstacles manifest most often in unproductive communication dynamics, which in turn have pervasive ripple effects. Learn to address the root causes of these issues and grow communication into your biggest ally.

EGOSYSTEM COMMUNICATION	ECOSYSTEM COMMUNICATION
Filters and interpretations	Clarify assumptions
Conflict avoidance	Address difficult issues
Over-explain and justify →	Own responsibility
Withhold information	Expand common knowledge
Look good at all costs	Surface needs and concerns
Hidden agendas	Direct communication

Deformed and amplified by our insecurities, biases and unspoken feelings, our communication often does not convey our real intentions, but rather breeds confusion and misunderstandings.

The remedy, however, does not only lie in being careful with our language but encompasses a variety of factors explored in LaL's programs:

**H**ow much do we really trust what a person is saying? How can we constructively address it when we doubt?

**H**ow often do we not really say what we mean nor mean what we say?

**T**o what degree do we not dare say what is really in the back of our mind, either for fear of hurting others or suffering a backlash?

**W**hat is the impact on others when we are too confrontational, or overly indirect?

**H**ow can we deal with situations in a healthy way if we cannot talk openly?

Learn to create a safe space in which communication is a leverage for deeper mutual understanding, amplified growth and aligned action.

# Leadership

Identify your learning edge as a leader and stretch yourself to your next level.

## EGOSYSTEM LEADERSHIP

Command-and-control  
Fear and indecision  
Culture of competition  
Resistance to change  
Reacting to events  
Talk the talk



## ECOSYSTEM LEADERSHIP

Shared vision  
Intuition and risk-taking  
Culture of emulation  
“Out-of-the-box” thinking  
Pre-emptive anticipation  
Walk the talk

Leadership is not just a position in an organization but a dedicated intention in every domain of life... it is striving to use each challenge as an opportunity, problem as a lever, aspiration as a driver. In the workplace, in the community, and at home, we each have the opportunity to be a leader at our own level. As such, we need to explore this essential responsibility or risk neglecting the most important goals in our life.

Through seminars and coaching, you progressively learn to lead from your best self, not driven by fear, impossibilities or unconscious habits but truly by your goals for yourself and others. As a leader, changes you instill in your life can make a difference with a multiplier effect on those around you, inspiring them to do the same.

Leadership entails a responsibility to connect yourself and others to a larger purpose, create a sense of belonging, define direction and limits, and revive the excitement . . . to make the most of our time in the places we spend our life.

## Problem-solving

Hone your ability to evaluate and respond to the real necessity behind problems in order to leverage your impact in situations.

EGOSYSTEM PROBLEM-SOLVING	ECOSYSTEM PROBLEM-SOLVING
Sweep issues under the rug	Surface the true issues
Limited by assumptions	Challenge mental models
Protect a position	Team learning
Need to be right	Take responsibility
Scapegoats	Collective accountability
The “quick-fix”	Fundamental solutions
Fragmentation	Systems thinking

Consider the analogy of an iceberg. Fundamental and sustainable problem-solving requires addressing the 85% below the surface. The pressure and tensions of daily business, as well as our thinking and behavioral habits, hamper our ability to reflect at that level. Dealing with only the 15% of an issue that is visible from the surface limits us to addressing symptoms and undermines our capacity to have a meaningful impact.

The cost in time, money and energy of these problem-solving habits is immeasurable. By taking stock of these individual and organizational patterns, we learn to shift from egosystem problem-solving to ecosystem problem-solving.

LaL’s methodology offers tools to discover personal and collective biases and/or lacks in our capacity to:

Clearly perceive the globality of the forces affecting a situation.

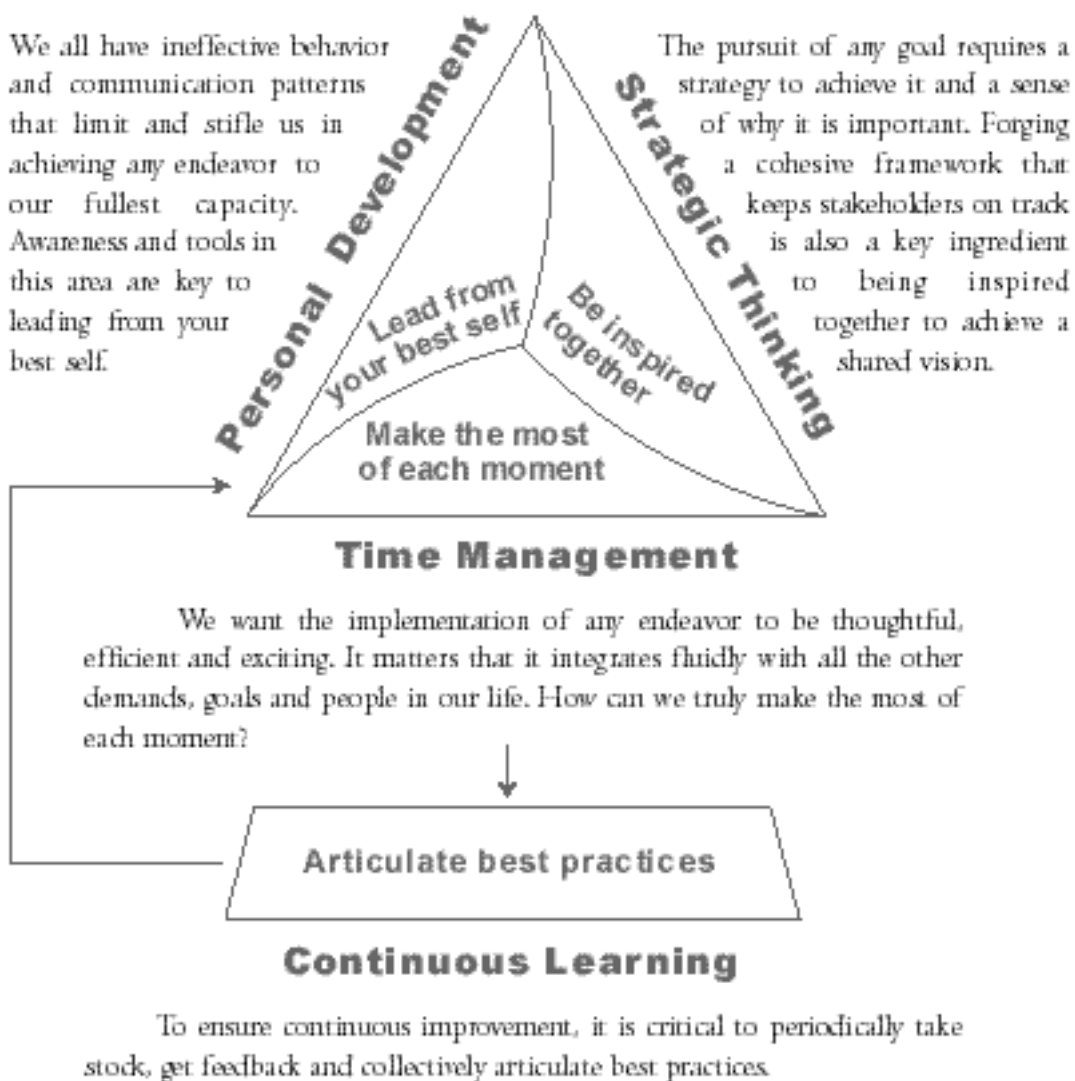
Understand the root causes behind it.

Understand our and other people’s roles in it.

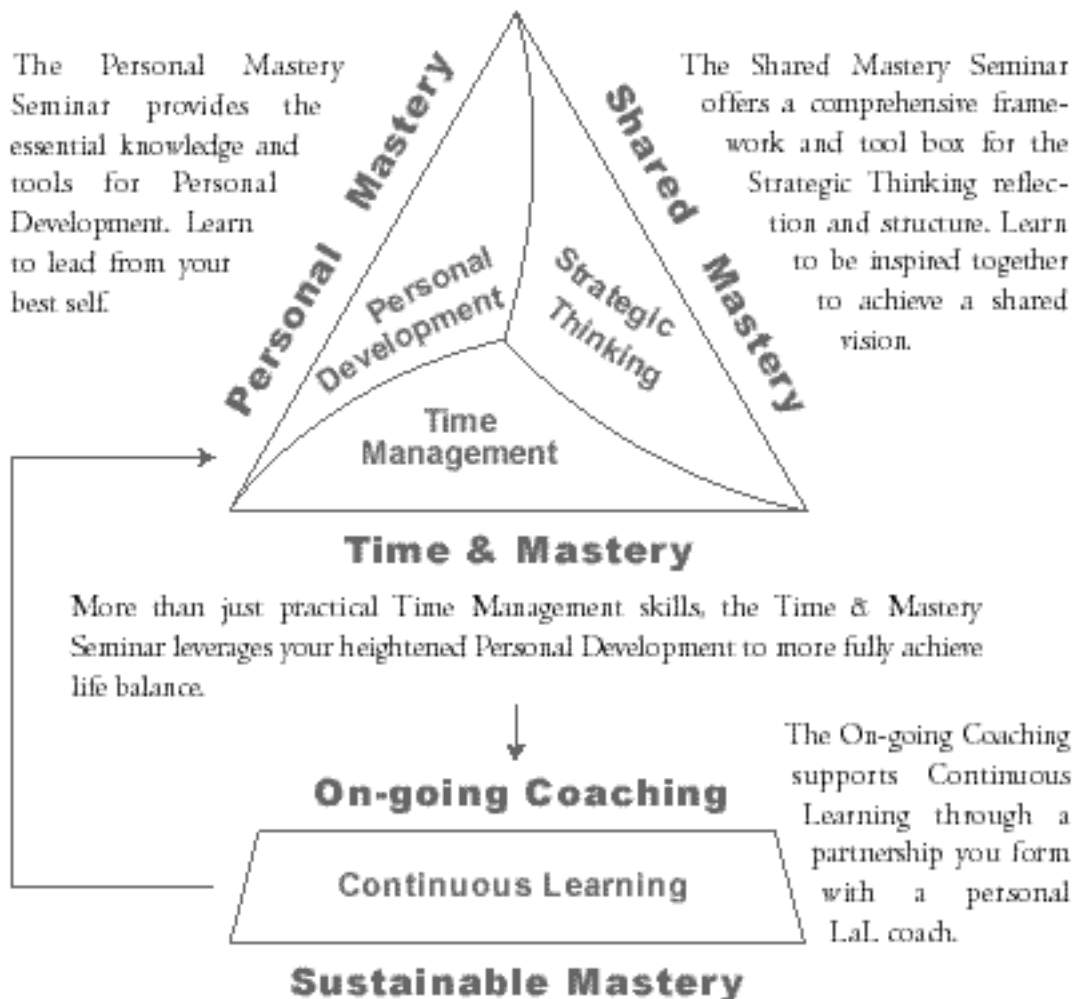
Empower our and other people’s ability to act meaningfully.

# 4- MASTERY CONCEPTUAL FRAMEWORK

*4-Mastery* is a one-year leadership development program dedicated to supporting leaders and teams to put their deepest aspirations into action – in their organizations, communities and families. The program's structure mirrors the 4 components of success in any challenge, project or endeavor: the self (Personal Development), the direction (Strategic Thinking), the implementation (Time Management) and the learning loop (Continuous Learning).



Four seminars, a series of 360° feedback assessments and customized coaching comprise the *4-Mastery* Program, providing insight and tools to master these key components to personal and professional achievement. Carefully architected to offer an ideal ratio of intensive learning and practical implementation in the field, this pragmatic methodology teaches you to more effectively impact, engage and inspire your entire sphere of influence. A stand-alone seminar makes an immediate and significant difference in your life; the complete *4-Mastery* Program creates a revolution in your evolution, in a sustainable way.



The Sustainable Mastery Seminar is an interactive assessment of your efforts to ensure Continuous Learning. Articulate best practices.

# METHODOLOGY

“When you say ‘so what’ to your deepest fears,  
When you reach for the stars, the magic of being human unfolds...”  
- Claire Nuer, Co-Founder, LaL

This unique methodology has been forged from decades of tested life experience, academic research and in-the-field work with clients. Recognized and applied by renowned specialists, its cutting-edge practicality lends itself to any hierarchical position, level of self-awareness or area of life.

Each program is carefully architected to balance written exercises, charts, individual reflection, experiential processes, lectures, group dialogue, and humorous skits. Although highly structured, the format is designed to flexibly adapt to the rhythm of your personal discoveries.

The interactive aspects of the workshops and the group’s diverse composition also provide a rich array of experiences and perspectives that stimulate insight and vastly accelerate participants’ learning curves.

## Practice & Coaching: A Cumulative Process

During and between each seminar, your personal coach will partner with you and your team/family to optimize your experience, learning, and implementation. As you confront challenging professional and personal situations, the individual and team coaching will support you to break through the dissonance of change and be accountable to your goals and commitments. You will collectively become catalysts for the practices you want to model and integrate into the organization’s culture.

The coaching program consists of an average of 3 one-hour phone sessions per month. Each session is tailored to the specific needs of the individual and/or the team.

## Participating with a Team (or Family)

Attending with a team (work or family) multiplies the benefits of the program. As you go through the process together, you learn to address your individual and collective road blocks in an in-depth and constructive fashion. This framework enables you to forge your team into a community of practitioners who reinforce and support one another with common tools and agreed-upon goals. Building stronger relationships on a solid foundation of trust will enhance your collective ability to achieve your most challenging goals.

In participating with a team, you can expect:

**A common language:** share a common definition and practice of cutting edge mastery tools.

**A mutual understanding:** develop a shared and open understanding of each other's qualities and weaknesses, mechanisms and drivers, goals and aspirations; and learn how these dynamics can spiral down or up.

**Mutual support:** use this knowledge to become allies in improving personal weaknesses and pursuing inspiring goals.

**A global vision:** share a common vision of where you are collectively and where you want to go.

As a team working together, become more than the sum of the parts.

“The combination of looking backward via self-examination and looking forward via explicit goal setting gives this work great power – especially when these tasks are undertaken in community with 100 fellow travelers.”

- Susan Ashford, Ph.D., Michael and Susan Jandernoa Professor of Organizational Behavior, University of Michigan Business School, LaL graduate.

# RESEARCH

Learning as Leadership's program has evolved from 20 years of empirical research, experimentation, facilitation, coaching and consulting. Originally developed by Claire Nuer, the LaL methodology is aligned with and built upon the work of a number of other pioneers and researchers in related fields. Professor Maxie Maultsby, M.D., the creator of Rational Behavior Therapy, and Peter Senge, Ph.D., MIT professor and author of "The Fifth Discipline", are two of many collaborators of note that influenced her constant refinement of this very comprehensive study of human behavior and potential.

## Learning As Leadership Academic Advisory Board

Learning as Leadership's Academic Advisory Board comprises a body of trusted advisors and scholars from various academic disciplines who combine their work with LaL's internal research to create cutting edge practices in the field of human development.

### **CHARLES BEHLING, PHD**

Adjunct Professor, University of Michigan  
Co-Director, Program on Intergroup Relations, Conflict and Community, Department of Psychology, University of Michigan

### **DEBRA MEYERSON, PHD**

Associate Professor Schools of Education & (by courtesy) of Business, Stanford University  
Affiliated faculty at Stanford's Center for Social Innovation and the Center for Comparative Studies on Race and Ethnicity

### **LEWIS H. (HARRY) SPENCE**

Commissioner - Massachusetts Department of Social Services  
Former Deputy Chancellor of Operations, New York City Board of Education

### **JENNY CROCKER, PHD**

Professor of Psychology at the University of Michigan  
Faculty Associate at the Institute for Social Research, Former President of SPSSI and Division 9 of the American Psychological Association

### **DR. MAXIE MAULTSBY, MD**

Professor of Psychiatry and former Chairman, Department of Psychiatry, Howard University College of Medicine

### **ROBIN ELY, PHD**

Associate Professor of Organizational Behavior, Harvard Business School. Affiliated faculty member at the Center for Gender in Organizations, Simmons Graduate School of Management

### **SUSAN ASHFORD, PHD**

Michael and Susan Jandernoa Professor of Organizational Behavior, University of Michigan Business School, Board member for Organizational Behavior and Human Decision Processes and former consulting editor for the Academy of Management Journal

# FOUNDER

## Claire Nuer

Learning as Leadership owes the creation of its unique methodology to an incredible teacher of our times and pioneer in the field of Personal Mastery, Claire Nuer (March 20, 1933 - March 26, 1999). Claire's training in this field was not drawn from an academic background, but rather her own personal life experience. Surviving the Holocaust left her with an unshakeable commitment to be a constructive force in the world; overcoming terminal cancer led her to study the field of human potential and inspired her to teach others that we do not have to wait until we are faced with a crisis – such as disease, divorce, or bankruptcy – to reclarify our deepest goals and aspirations and to change our behavior, communication and relationships with others.

Claire profoundly touched the lives of those who knew her. She was an extraordinary facilitator, and her effectiveness came not only from her knowledge, intellect or extensive reading, but from her unwavering honesty with herself and others. She designed this methodology based only on what she experienced and practiced herself. She left this same spirit and commitment with the faculty at LaL: to only teach what we practice.

Claire worked with CEOs and management teams from around the world, including top leaders from business, academia and medicine, representatives from such companies as Shell Oil, AT&T, Fairchild Semiconductor and Visa International. She insisted on including spouses, families, and teenagers in her programs, creating a microcosm of society and lessening the fragmentation of home and work life so predominant in our culture. As part of her commitment to co-creating a context for humanity, she created and participated in numerous programs on conflict resolution, post-Holocaust dialogue and international peace panels, culminating in the Turning Point Project, a series of gatherings which brought together over 300 people in Auschwitz, Poland to commemorate the 50th anniversary of the liberation of the Nazi concentration camps.

Claire was a Member Consultant of the Society for Organizational Learning, which developed from Peter Senge's organizational learning work, and a Fellow and Trustee of the World Business Academy. In 1996 she was admitted to the select Goldner Holocaust Biennial Symposia "The Road to Responsibility in the Age of the Shoah" at Wroxton College in England.

# FACULTY

## Facilitation Team

Trained by pioneers in the fields of human development and organizational learning, the members of Learning as Leadership's versatile facilitation team are committed to helping individuals and organizations leverage this methodology and bring their deepest aspirations to fruition. All have been implementing and practicing the tools of LaL in their personal and professional lives for at least ten years. A diverse background in business, the arts and academia allows them a multitude of perspectives for addressing personal and professional obstacles. Through skits, videos and other visual vehicles, the team offers a rich array of learning opportunities.

### Lara Nuer

Lara has co-designed and co-facilitated LaL's public and in-house programs for the past 15 years. She coaches individuals and management teams to address critical personal and business challenges through personal mastery, team building and mental models. She is committed – through her work at LaL, her involvement in international conflict resolution and post-Holocaust dialogue – to continuing her mother's legacy of co-creating a context for humanity. Lara is a graduate from the Rouen School of Business in France and a recognized Member Consultant of the Society for Organizational Learning. She is an author of “Improving Performance Through Personal Mastery; A Case Study with Fairchild Semiconductor” and “Learning as Leadership: A Methodology for Organizational Change Through Personal Mastery,” both published in *Performance Improvement*, a journal of the International Society of Performance Improvement's (ISPI) journal.

### Marc-André Olivier

Marc-André has co-developed and co-facilitated the Learning as Leadership curriculum for 15 years. He has studied organizational learning techniques with some of the most respected pioneers in the field, and combines this with a background in economic development, healthcare and intercultural dialogue. Marc-André's unique insights into human behavior enable him to assist participants in moving beyond deep-rooted patterns that prevent them from achieving their goals. As a primary designer of LaL's public and in-house training programs, Marc-André coaches management teams and executives to practically apply the tools of LaL to their current business challenges. He is a Member Consultant of the Society for Organizational Learning (SoL) and studied mathematics and physics at Reims University in France. He has lectured at University of California at Berkeley's Haas School of Business on the topic of “Mental Models and Leadership.”

### Noah Nuer

The son of LaL's founders, Noah co-designs and co-facilitates LaL's public and in-house programs. He has been instrumental in helping management teams at NASA, Shell Oil,

Fairchild Semiconductor, Sandia National Laboratories and numerous other organizations to clarify their goals and overcome barriers to change. Noah's acute level of sensitivity and intuition furnish him with a rare ability to support participants in gaining awareness of their key issues and obstacles and clarifying and achieving their most challenging goals. CEO of BSC Productions, a French film production company he founded in 1996, Noah has over ten years of visual arts production experience and has directed and co-produced over 12 films and documentaries, including the award winning feature film "Get a Way". A graduate of the Institut Supérieur de Gestion (ISG), an international business school where he studied and interned in France, New York and Tokyo, he has been practicing and integrating the tools of LaL into organizational change for 10 years. He has lectured at University of California at Berkeley's Haas School of Business on the topic of "Leading Beyond Your Limits." As an invited guest lecturer at the University of Michigan's graduate and MBA programs, he has presented to the School of Business, the Institute for Social Research, and the Department of Psychology. He has served as a consultant to The Program on Intergroup Relations at the University of Michigan's College of Literature, Science and the Arts, and Division of Student Affairs. He is an author of "The Insatiable Quest for Self-Worth" published in the journal, Psychological Inquiry, and "Do People Need Self-Esteem?", published in Psychological Bulletin, a journal of the American Psychological Association (APA).

### Sam Cohen

Sam co-founded Learning as Leadership (LaL) and originated the LaL methodology with his wife, Claire Nuer, over 21 years ago. Sam designs and facilitates LaL's public programs, and has taught thousands of people around the world how to shift mental models, behaviors and stereotypes to build healthy and productive personal lives and professional organizations. As an industrial engineer and retired CEO of a French distribution company, Sam draws upon his extensive operational experience in supporting participants to concretely implement the LaL tools in the workplace. He is a recognized Member Consultant of the Society for Organizational Learning and a Board Member of the World Business Academy.

### Shayne Hughes

Shayne co-designs and co-facilitates LaL's public and in-house programs. Working with such organizations as Shell Oil Products, CSC, Fairchild Semiconductor and Oak Ridge National Laboratories, he coaches leaders and their teams to address complex business challenges and build more collaborative teams to achieve their goals. Shayne has been involved with LaL for the past 15 years, having trained directly with the founder in Paris for 4 1/2 years. He received his BA from the University of California at Berkeley, and continued graduate studies in group facilitation and conflict resolution at the University of Tours in France. He has presented at the Pegasus Systems Thinking in Action conference and lectured at UCB's Haas School of Business on the topic of "Constructive Dialogue: Communicating Effectively About Tough Issues." Shayne's dedication to translating participant learnings into measurable performance improvement makes the program directly applicable to clients' needs.

SEMINAR

# Personal Mastery

(formerly entitled From Personal Mastery to Leadership)

Acquire the self-knowledge and tools of Personal Mastery. Thanks to LaL's unique introspective methodology, discover your own specific road blocks that undermine your actions despite your best efforts. Identify the root causes behind behavioral symptoms. Access genuine levers, far more effective for your growth than the typical quick-fix advice.

Beyond awareness, Personal Mastery tools enhance your approach to situations, guided by clarified goals and purpose, to help you lead from your best self.

**H**ow do you react to perceived threats and pressures? Is your response sustainable and constructive, for you and others?

**W**hat ripple effects spiral from your disagreements and conflicts, or avoidance of them? Are they opportunities to deepen your common understanding of the situation, to strengthen your collaboration and to build a sense of team?

**H**ow do you deal with the problems and challenges that develop around you? Do you sense that you are able to dig below the surface of issues and reach a systemic and satisfying resolution?

**W**hat impact have your successes and failures had on your life? Have they reinforced what you believe you can and cannot do, or have they helped you tap into your unrealized potential and clarified your learning edge?

**I**s your day-to-day life consistently bringing you closer to your long-term aspirations? **W**hat conscious goals can constantly guide you in making choices and give you an overall direction?

Personal Mastery tools are essential for all professional and personal endeavors, and this seminar serves as a cornerstone of the 4-Mastery Program. It is an opportunity to take stock, rejuvenate, and adopt a renewed stance towards life. More than wishful resolutions: a plan of action for moving forward, day-to-day.

Use this session as a spring board for growth by attending with your team, colleagues or family. Together you can create meaningful, supportive relationships, understand unproductive team dynamics and gather around a shared motivation, key ingredients for team building.

## PERSONAL MASTERY TESTIMONIALS:

“LaL has understood that leadership is truly autobiographical. Your best shot at being a great leader is to understand yourself, your human tendencies and frailties and, free from fear, to develop a plan for the changes that are needed and see it through to fruition.”

Susan Ashford, Ph.D., Michael and Susan Jandernoa Professor of  
Organizational Behavior, University of Michigan Business School

“Our experiences both as a team and as individuals were profound. We discovered how our personal obstacles were contributing to the team's dysfunctions and holding us back. The effectiveness of our team and our working relationships has improved dramatically – and still is. What started out as an effort in team enhancement has given us life enhancement.”

Richard L. Anderson, Chief Scientist, Instrumentation & Controls Division,  
Oak Ridge National Laboratory

“We came to the workshop as a family – 2 working parents, 3 teenage kids – facing the typical family dramas: communication breakdowns and the resulting arguments and isolation. We now talk honestly and openly about the real issues on topics ranging from the family budget to how we can support each other with our individual struggles. I don't even want to think where we would be otherwise... LaL is a chance of a lifetime.”

The Purvis Family: Dave, Karen, Maria (19), Neil (17), Richard (14)

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## SAMPLE PERSONAL MASTERY TOOLS:

### PATTERN

Familiar way of behaving that is an automatic response to an unidentified anxiety, producing unwanted consequences.

### THE MATTRESS

Preventive actions that we unconsciously take for fear of failing – and that actually compromise our ability to succeed.

### AT THE MERCY/AT THE SOURCE

A different approach to the usual “lose-lose” situations. Break out of your paradigm.

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SEMINAR

# Shared Mastery

(formerly entitled Foundation)

Acquire the tools of Shared Mastery and experience the power of applying them real-time with your team or family. Sharpen your Personal Mastery skills (or get introduced to them) and draw on these clarified self-defeating mechanisms to create a developmental map for you and your team.

This seminar will guide you to connect this newly defined learning curve to operational imperatives. You will delve into your projects, objectives and challenges, and identify the difficulties that you involuntarily avoid. Left unchecked, these develop into blind spots and mental models that limit your ability to act comprehensively and therefore effectively.

Just as essential is to unearth the inspiring goals behind your challenges, because only they will keep you and your entourage energized about them. Grow your capacity to think strategically about your stretch goals and then to deliver on them. Building this shared understanding and alignment will generate the enthusiasm and buy-in your team needs to go the extra mile.

This seminar also allows you to surface and constructively address the interpersonal dynamics and “elephants” that hamper your team’s effectiveness. With LaL’s guidance, clear the air, build unparalleled trust and acquire the necessary skills to continually work through difficult issues in a healthy and direct fashion.

Anchor the answers to the following questions:

**I**n what areas, why and how do you need to evolve?

**I**n what areas, why and how does your team need to evolve?

**W**hat are the central challenges your team and company need to achieve?

**W**hy do they really matter to you and your stakeholders?

Leave the seminar with an integrated global vision of your business imperatives and your individual and collective journeys towards them. A kick start to create an inspiring learning environment for collectively reaching beyond your limits.

Generally attended by business teams or families, this seminar is also extremely valuable for individuals. It can only be attended in conjunction with a Personal Mastery seminar.

## SHARED MASTERY TESTIMONIALS :

“The best money I ever spent on training. It was extremely valuable for our entire management team to attend together.”

(Tracy Trent, CEO) “We now challenge each other and hold each other accountable in a very constructive way, saying what needs to be said, rather than what we think others want to hear.”

(Kevin Wixom, VP EDP) “The training has moved us from internal competition to trust and given us the ability to focus on big picture priorities and long-term financial sustainability rather than just the short-term bottom line.” (Paul Grinberg CFO)

Tracy Trent, CEO, Kevin Wixom, VP EDP, Paul Grinberg, CFO  
(Three of eight executive team members who participated in LaL) StellCom

“I’ve been talking for two years about making changes in my work; LaL has helped me stop talking about it and start doing it.”

Elizabeth Guman, Partner, Learning & Vision Partners

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## SAMPLE SHARED MASTERY TOOLS :

### SELF-FULFILLING PROPHECY

How my beliefs and expectations about myself and others influence the behavior and performance of people around me.

### GOALS AND CORE ISSUES

In peeling the onion, we discover that our most challenging endeavors are only answers to deeper issues. Identifying these underlying motivations allows us to adapt our strategy when these core issues evolve.

### NEXT LEVEL

How do I need to stretch myself in the coming year in order to make the highest impact in all areas of my life? A visioning tool.

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SEMINAR

# Time & Mastery

(formerly entitled Time for Life)

Do you worry that you might wake up one day and realize that the most important aspects of your life have passed you by? Do you have the impression that your time could be more productively spent? Do you often feel that you are at the mercy of different crises? Are you dissatisfied with the quantity and quality of your time?

To approach time management in a different, systemic way, we first need the tools of Personal Mastery. Instead of quick-fix tricks and advice on how to manage your time, this seminar is designed to raise your awareness of the unconscious ways you mismanage your time and how that hampers your current time management efforts.

You will carefully analyze how you engage in your day-to-day activities to recognize your existing patterns of time use, and the unconscious mechanisms that inflate problems and impact life quality.

In what ways do you let your strengths – what you are good at doing – and your weaknesses – what you most fear doing – pull you from undertaking those things you most care about or most want to learn?

Do your interpersonal dynamics with others eat up your time or support you collectively to produce more than you each could alone?

In what ways do your unconscious mechanisms contribute to – if not construct – tomorrow's problems while you run to solve today's?

Develop an alternative orientation toward time, making it your tool for accomplishing the goals you care most deeply about. Only once hindering patterns and deep aspirations are identified do you move to the concrete mechanics of scheduling time. Thanks to how it builds upon the fundamental lessons of Personal Mastery and the framework of Shared Mastery, this seminar integrates a comprehensive vision of your life with the practical details of day-to-day living.

Participation in a Personal Mastery seminar is a prerequisite for Time & Mastery.

## TIME & MASTERY TESTIMONIALS :

“The Time & Mastery seminar is what put it all together for me - it's where the rubber meets the road. My struggles with time, even my concept of time, have changed dramatically. Now I am able to more effectively cover the big picture and all the bases, staying focused on the essentials.”

John Blankensop, Softail Facility Quality Leader,  
Harley-Davidson Motor Company

“Much more than a time management system, this seminar helped me uncover the time management strategies that fueled my sense of pressure and anxiety about too much to do and too little time. I left with greater clarity about my goals in a variety of aspects of my life, clear road maps for them and tools to create an abundance of time to do what is essential.”

Jan Jaffe, Senior Director, Ford Foundation

“Time & Mastery helps uncover how we invisibly get in our own way, divert ourselves, and tell ourselves myths about "what must get done" and "what no one else can do but me." It then enables us to clarify our goals and essential tasks, so that we can commit our energy and efforts to those – and live more purposefully.”

Joshua Margolis, Ph.D., Assistant Professor, Organizational Behavior and Ethics,  
Harvard Business School

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## SAMPLE TIME & MASTERY TOOLS :

### GROUNDWORK

Uncover how individual and team dysfunctions cause inadequate planning that undermines your projects – and how to remedy it.

### STRATEGIC TIME MANAGEMENT

Plan an annual vision that integrates your personal and professional endeavors – when they're due and when you'll do them. Learn to create time for the multitude of demands on your time and desires for your life.

### GROWING OTHERS

Enhance your ability to delegate through developing growth visions for those around you. Identify how you need to grow to effectively challenge others.

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SEMINAR

# Sustainable Mastery

(formerly entitled Walking into the Future)

Conclusion to the 4-Mastery one year leadership development program, this session is an important step in creating sustainable change in your environment.

Sustainable Mastery is an opportunity to take stock, through a final case study, of all your learnings from the entire 4-Mastery program. Assess your progress and clarify your next areas of focus.

Teams, families and individuals have the opportunity to present their case study to the rest of the group. They receive invaluable feedback from this diverse community of leaders who have honed their own ability to look under the surface throughout the year.

In particular, you will:

**O**rganize your discoveries and decisions to profoundly anchor them in a long-term practice.

**E**xpand your intellectual and practical understanding of the tools and your ability to apply them.

**C**omplete your assessment of progress and shortfalls, in general and specific to your challenges.

**B**reakthrough in the places where you still feel challenged.

As an indispensable component of your growth, this workshop will complete your efforts to reach your Next Level and re-ignite your pursuit of the next one... as an individual, as a team, and – if relevant – as a company or a family.

This seminar is reserved for 4-Mastery participants only.

SUSTAINABLE MASTERY TESTIMONIALS :

“Preparing and presenting our case study was an essential part of our 4-Mastery program and our evolution as a team. The work we did on our case study was key to getting us over the main hurdles we had confronted for the prior 12 months.”

Judy Bornstein, CFO, McCown De Leeuw & Co.

“Exchanging with people who have been through a profound evolution and who have gained a set of tools to understand and support you, is a rare chance to create sustainable change.”

Mack Singleton, CEO, New South Companies

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SAMPLE OF PREVIOUSLY PRESENTED CASE STUDIES :

EQUIVA SERVICES/CSC

A client - vendor team drastically improved operations by overcoming communication barriers and learning to work as one cohesive team.

NATIONAL LABORATORY

The infrastructure organization created and launched a new initiative to revolutionize how they provide services to the mission side of the laboratory.

FAIRCHILD SEMICONDUCTOR

The product development team reduced new product introduction cycle time by 300%.

HARRY SPENCE AND ROBIN ELY

A husband and wife team enhanced the quality, intensity and intimacy of their relationship – to be more than simple co-travelers – by understanding their individual needs and drivers, exploring their interpersonal dynamics, learning to better address their differences and aligning on a common direction.

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# Learning as Leadership

A revolution in your evolution

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