

## GILD Co-Chairs



**Phil Harkins**  
Founder and Executive Chairman,  
Linkage; author, *In Search of  
Leadership*



**Richard Leider**  
Founder & Chair of Inventure Group;  
author, *The Power of Purpose*

## Confirmed Faculty\*

Total faculty of over 65



**Michael Abrashoff**  
Former Navy Commander;  
author, *It's Your Ship*



**Amber Chand**  
Founder, The Women's Peace Collection;  
Partner in UNIFEM (United Nations  
Development Fund for Women)



**Jim Collins**  
*BusinessWeek* best-selling author, *Good to  
Great* and *Great By Choice*



**Tamara J. Erickson**  
McKinsey Award-winning author;  
expert on organizations and the  
changing workforce



**Marshall Goldsmith**  
Ranked #1 leadership thinker in the world  
by *Thinkers50*



**Jeremy Gutsche**  
Innovation expert; author, *Exploiting  
Chaos*; host, *Trend Hunter TV*



**Rosabeth Moss Kanter**  
Director & Chair of Harvard University Advanced  
Leadership Initiative; author, *The Change  
Masters*; co-founder, *Goodmeasure Inc.*



**Patrick Lencioni**  
*New York Times* best-selling author,  
*The Five Dysfunctions of a Team* and  
*Getting Naked*



**Dave Logan**  
*New York Times* best-selling author, *Tribal  
Leadership*; co-founder, *CultureSync*



**Jamil Mahuad**  
51<sup>st</sup> President of Ecuador



**Roger Nierenberg**  
Creator, *The Music Paradigm*;  
author, *Maestro: A Surprising Story  
about Leading by Listening*



**Nando Parrado**  
One of the most inspirational speakers  
in the world; survivor of the Andes



**Bill Strickland**  
CEO, Manchester Bidwell Corporation;  
champion for inner-city renewal

\*Additional faculty to be confirmed

# Linkage

Developing Leaders Worldwide.

Ranked the #1 leadership development experience in the world by  
*Leadership Excellence* for **seven consecutive years!**

**19 Years • 60 Countries • 7,000 Leaders**

# GILD

The GLOBAL INSTITUTE For  
LEADERSHIP DEVELOPMENT

**October 4-9, 2015**

Palm Desert, CA

[www.linkageinc.com/gild](http://www.linkageinc.com/gild)

Join over 500 high-potential to C-suite  
leaders from around the world who will  
benefit from:

- New knowledge and enhanced skills taught by an unparalleled faculty of experts
- Accelerated, measurable growth through a proven 360-degree assessment, executive coaching, and learning teams
- Access to leaders from around the world and facilitated peer learning
- Sustained behavior change through a year-long curriculum to ensure learning retention and application

***Superior Leaders Produce  
Superior Results. GILD Helps  
Develop Superior Leaders.***

"This is one of the most comprehensive  
leadership programs I have ever seen."

Stephen Covey, author, *The 7 Habits of Highly Effective People*



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*Message from the Co-Chairs*

Our promise at the *Global Institute for Leadership Development™* (GILD) is to teach and inspire leaders to transcend the ordinary, perform even better, and contribute greater value to their teams, their organizations, and their communities.

For 19 years, GILD has provided thousands of leaders with an unparalleled immersion-learning experience which equips, enables, and empowers them to achieve real personal growth. And, because of this, GILD has been recognized as the *#1 leadership development program in the world.*

What qualifies GILD for such high praise? The power of GILD is that, like leadership, it combines both science and art. We bring to bear decades of validated research and combine it with the latest, cutting-edge thinking of our faculty of world-renowned experts. We provide participants with a 360-degree leadership assessment and provide them with a personalized leadership executive coaching experience to translate new insights into value-added change. And we construct an environment dedicated to learning and growth, amid peers from across the globe.

At GILD, you will be inspired to see broader, think deeper, and perform even better. We at Linkage invite you to partner with us, because when you do we promise you a leadership development experience that delivers results.



*Philip J. Harkins*

**Phil Harkins**  
 GILD, Co-Chairs



*Richard Leider*

**Richard Leider**  
 GILD, Co-Chairs

# WHY INVEST IN GILD?

Linkage's *Global Institute for Leadership Development* (GILD) is a multifaceted learning experience for leaders and leadership teams that provides focused development in areas proven to distinguish exceptional leaders. The foundation of the GILD experience is the five-day immersion program, complete with a world-class faculty, one-on-one executive coaching, and peer learning teams. The growth GILD achieves is then sustained through participation in the *Year of Learning*<sup>™</sup>.

## BENEFITS FOR YOUR ORGANIZATION

- Greater performance and results from GILD alumni
- A larger cadre of “ready now” successor candidates to move into critical positions
- Increased excitement and passion for learning among leaders at all levels
- Year-long access to exclusive online leadership development resources

## BENEFITS FOR YOU AND YOUR TEAM

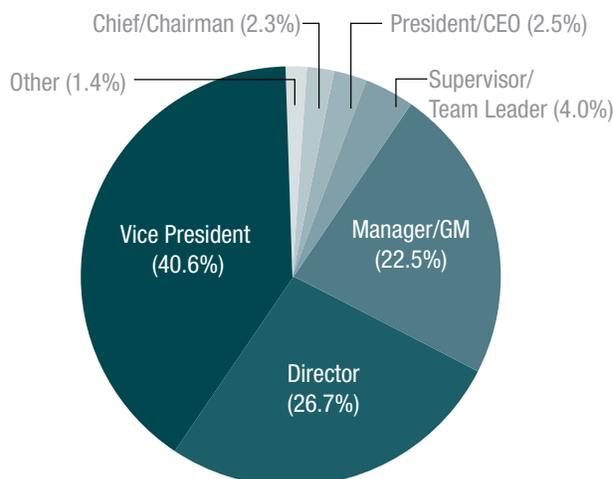
- Improved capacity to adapt to change and act on new business opportunities and challenges
- Exposure to powerful insights and perspectives from faculty and participants alike
- An actionable and fully personalized development plan to drive long-term commitment to growth
- Access to a vibrant community of global leaders and an online portal which provides valuable educational resources, business ideas, and advice

## WHO ATTENDS

**Emerging Leaders:** individuals identified as successor candidates and/or high-potentials with less than 10 years of management experience

**Senior Leaders:** individuals serving as strategic leaders with enterprise-wide focus and long-term impact, e.g. general managers, vice presidents, business unit leaders, staff function leaders, and C-suite executives

**Leadership Teams:** intact leadership teams (the direct reports of those folks listed in the “Senior Leaders” description above) who customize their GILD experience to achieve a unique off-site team experience that blends leadership development, team building, and annual reviews



## PARTIAL GILD ALUMNI LIST

3M  
Aetna  
American Express  
AmeriSteel  
Amgen  
Anheuser-Busch  
ARC Financial  
AT&T  
Avis Budget Group  
BAE  
Bank of America  
Bayer  
Berlex, Inc.  
BMW  
Boeing Company  
Bose Corporation  
Boys and Girls Clubs of America  
BP Amoco  
Bristol-Myers Squibb  
Chevron  
Colgate-Palmolive Company  
Denbury Resources Inc.  
Dow Chemical  
Eli Lilly  
Fike Corporation  
Genentech  
Gerdau AmeriSteel  
Google  
IDC Israel  
Intel Corporation  
Johnson & Johnson  
Kaiser Permanente  
Kellogg Company  
Kimberly-Clark Corp.  
Kraft Foods  
Lawrence Livermore National Laboratory  
Macy's  
McDonald's  
McKesson  
Medtronic  
Microsoft  
NASA  
Nike  
Nokia  
Ohio State University  
Oracle Corporation  
Orbitz  
Perrigo Company  
Pioneer Investments  
Procter & Gamble  
Prudential  
Raytheon  
Samsung Electronics Co., Ltd.  
Shell  
Starbucks Corporation  
Stop & Shop Supermarkets  
Target Stores  
Toyota Company  
US Steel  
WEA Insurance Group  
WestJet Airlines  
Wyndham Vacation Ownership



# AN AMAZING LEARNING EXPERIENCE

## THE **HIGH IMPACT LEADERSHIP MODEL™ (HILM)**

Every element of GILD stems from Linkage's *High Impact Leadership Model*. The result of an in-depth longitudinal study, Linkage's HILM identifies the key competencies, skills, and responsibilities proven to distinguish exceptional leaders, and provides insights and capabilities that can be implemented immediately to drive change and produce better results in the workplace.



### ***High Impact Leadership Model***

## **LEADERSHIP ASSESSMENT INSTRUMENT™ (LAI)**

Before GILD begins, participants complete Linkage's 360-degree *Leadership Assessment Instrument (LAI)*, a multidimensional assessment that measures the differentiators identified in the HILM. This provides the heightened self-awareness necessary for individual behavior change to take root at GILD and beyond.

"GILD provides a much more comprehensive experience than other leadership events. We gained personal and professional value from the executive coaching as well as the diverse keynotes. Our group became a more cohesive team as a result of the thought leadership we were exposed to and the opportunity to relate what we learned directly to our own organizational successes, challenges, and goals."

**Katherine Corneille**, Strategic Leader and Talent Development, Executive Development, Computer Science Corporation

# AN AMAZING LEARNING EXPERIENCE

## FACULTY

The GILD faculty is a mix of the world's greatest leaders (current and past CEOs, politicians, and humanitarians), world-renowned educators (representing business, arts, and academia), expert coaches, and team facilitators. A total participant-to-faculty ratio of 4:1 allows for a variety of learning formats including lectures, skill-development sessions, peer learning forums, and one-on-one coaching sessions.

## ONE-ON-ONE EXECUTIVE COACHING

Directed by individual results from the LAI, participants work one-on-one with expert executive coaches. The coaching process includes two, one-hour private sessions during the five-day program, followed by a third remote coaching appointment 4-6 weeks after GILD. Through these sessions, the coaches become invaluable resources helping participants to interpret assessment results, craft an *Individual Development Plan*, and monitor progress on their goals for the year.

## LEARNING TEAMS

Learning teams are facilitator-led, peer teams of 15-18 leaders who gather each day to reflect on and share what they have learned and apply it to their pressing leadership challenges and opportunities. Participants are assigned to teams based on characteristics such as leadership experience, scope of responsibility, and preferred learning style.

## THE YEAR OF LEARNING

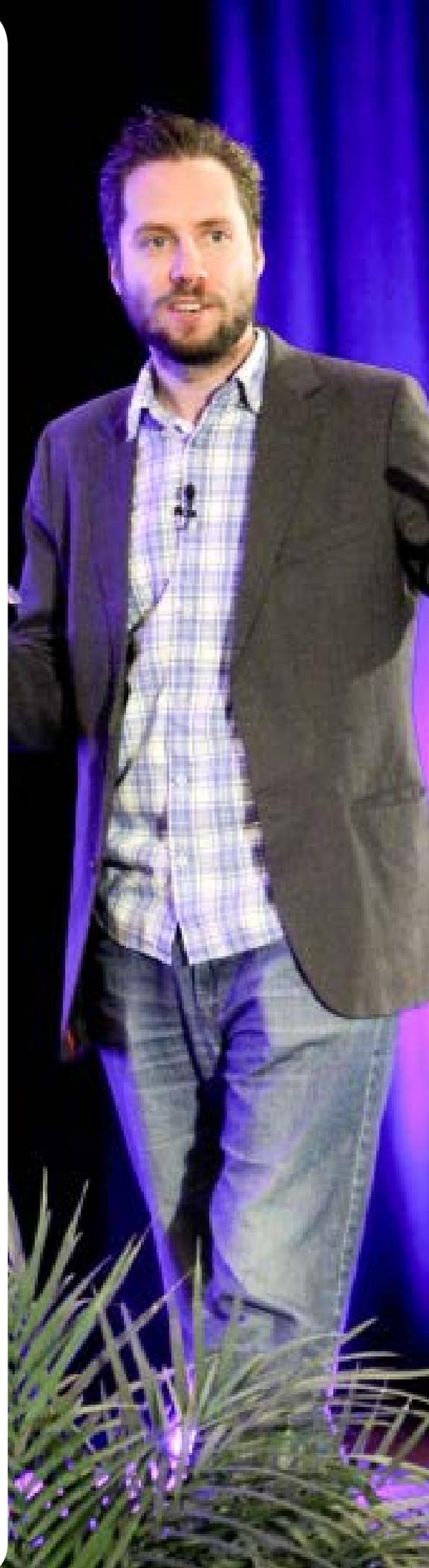
As a complement to the five-day immersion program, the *Year of Learning* sustains leadership growth over time, delivering effective and content-rich resources that are timely and relevant.

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"What an incredible experience. Thank you, thank you, thank you for the gift of GILD. It is truly a privilege to be here to learn. I am taking so much home with me, and I can't wait to share with my organization."

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Sarah Bramley, Senior Specialist, Save the Children



# SCHEDULE

	<b>SUNDAY</b> October 4	<b>MONDAY</b> October 5	<b>TUESDAY</b> October 6	<b>WEDNESDAY</b> October 7	<b>THURSDAY</b> October 8	<b>FRIDAY</b> October 9
7:00 AM		Breakfast and Executive Coaching	Breakfast and Executive Coaching	Breakfast and Executive Coaching	Breakfast and Executive Coaching	Executive Coaching
8:00 AM	Executive Coaching	Leading Teams	Strategic Thinking	Driving Growth through Innovation	Communication and Negotiation	
9:00 AM		Reflection Time and Executive Coaching	Reflection Time and Executive Coaching	Reflection Time and Executive Coaching	Reflection Time and Executive Coaching	
10:00 AM		Leading Change	Problem Solving	Recipient, <i>Warren Bennis Award for Excellence in Leadership</i>	Trusted Influence	
11:00 AM		Lunch and Executive Coaching	Lunch and Executive Coaching	Lunch and Executive Coaching	Lunch and Executive Coaching	
12:00 PM		High Impact Leadership	Coaching and Mentoring	Creating the Vision	Producing Results	
1:00 PM	Learning Team Meetings	Reflection Time and Executive Coaching	Reflection Time and Executive Coaching	Reflection Time and Executive Coaching		
2:00 PM	Systems Thinking	Learning Team Meetings	Learning Team Meetings	Learning Team Meetings		Focused Drive
3:00 PM		Learning Team Meetings	Learning Team Meetings	Learning Team Meetings		Learning Team Meetings
4:00 PM		Building a High Performance Culture	Recipient, <i>Warren Bennis Award for Excellence in Leadership</i>	Emotional Intelligence		
5:00 PM	Learning Team Meetings	Dinner with Learning Team	Reflection Time and Executive Coaching	Reflection Time and Executive Coaching		Gala Dinner
6:00 PM	Reception					
7:00 PM						
8:00 PM						
9:00 PM						

Schedule subject to change

# LEADERSHIP RESPONSIBILITY DEVELOPMENT

**Creating the Vision**—Anticipating demands and seizing opportunities while providing meaning, context, and motivation

This session will help participants:

- Inspire others through a deeply rooted sense of mission and purpose and a well-articulated vision for change
- Raise the bar higher to achieve what was previously thought impossible
- Make the most of available resources

**Building a High Performance Culture**—Creating an environment in which employees want to develop and achieve

This session will help participants:

- Inspire a culture of confidence and responsibility
- Encourage specific behaviors to avoid dysfunction
- Develop, motivate, and inspire talent

**Driving Growth through Innovation**—Building a culture that anticipates demands and seizes future opportunities

This session will help participants:

- Build a culture that encourages creative ideas from outside sources
- Increase market capitalization by innovatively turning previously untapped global assets into real profits
- Prepare for leadership crises and weather tough storms

**Producing Results**—Setting goals, monitoring progress, and driving flawless execution to achieve results in a competitive world

This session will help participants:

- Better understand how important it is to make a proper diagnosis
- Set realistic goals for the organization
- Make plans to accomplish goals

**Creating the Organization**—Building and developing the structure and systems to enable the execution of the growth strategy

This session will help participants:

- Understand and utilize various leadership styles and processes to improve the organization
- Identify and overcome dysfunctional leadership models and challenges
- Strengthen organization tools, technical capabilities, and infrastructure to build a unified culture



“From an organizational perspective, GILD really addressed a wide spectrum of business and leadership issues, arming us with best practices and multiple ways to successfully address each issue.”

**Mark Sartrelli**, Director, Human Resources, Ariba

# LEADERSHIP SKILL DEVELOPMENT



GILD challenges your current ideas about leadership and provides cutting edge and practical approaches to enable you to more effectively lead your group or organization in a complex and rapidly changing environment.”

**William Dole**, Vice President, Cardiovascular Research, Berlex Laboratories

**Strategic Thinking**—Using powerful frameworks and approaches for diagnosing and anticipating competitive threats and taking action on the strategic concerns of the organization

This session will help participants:

- Learn breakthrough processes and ideas for developing and implementing strategy
- Identify “engines for growth” and the different forces that will constrain them
- Drive accountability and responsibility throughout the organization by translating strategy into action

**Leading Change**—Understanding and using the most effective tools and processes to drive change

This session will help participants:

- Aggressively seek out and pursue opportunities for change in the organization
- Revitalize lost change initiatives
- Create an internal change team to execute on the change strategy of the organization

**Leading Teams**—Inspiring and driving a team to go beyond the expected

This session will help participants:

- Solve the specific problems posed by leading teams
- Learn how to build trust as a team leader through vulnerability
- Harness one’s personal leadership style to improve team performance

**Coaching and Mentoring**—Mastering a comfortable coaching style and using it strategically to improve performance

This session will help participants:

- Perfect coaching techniques to improve the performance of peers and direct reports
- Apply various principles of coaching as a guide for personal development
- Identify the changes successful people need to make to continue to be successful

**Communication & Negotiation**—Relating to and collaborating with a broad range of stakeholders

This session will help participants:

- Inspire action and commitment through compelling, focused messages
- Manage the conflicting needs and wants of different stakeholders through persuasively framing critical issues
- Articulate viewpoints in a way that positively influences dialogue

**Problem Solving**—Employing analytical abilities, pragmatism, and other tools to resolve complex problems in a variety of contexts

This session will help participants:

- Fashion solutions by synthesizing and applying relevant information or data
- Employ thorough analysis and pragmatism to sort through options and reach timely decisions
- Identify what is at the root of any problem/situation through a multistep process

# LEADERSHIP COMPETENCY DEVELOPMENT

**Focused Drive**—Focusing on a goal and harnessing energy in order to meet that goal

This session will help participants:

- Gain new perspectives to help in overcoming failures and unexpected hardships
- Prioritize those things in life which deserve the truest commitment and devotion
- Realize the extent of human perseverance in times of defeat

**Trusted Influence**—Earning trust and placing trust in others to ensure mutual success

This session will help participants:

- Realize the importance of trust and accountability in being a successful leader
- Improve one's levels of authenticity and influence
- Focus on consistently doing the right thing and achieving results through commitment, rather than compliance

**Systems Thinking**—Effectively connecting processes, events, and structures

This session will help participants:

- Understand the nature of a system, and how to effectively use that knowledge in an organization where people are the interconnected parts
- Learn to trust and better utilize the expertise of others
- Leverage one's influence to maximize performance while encouraging creativity

**Emotional Intelligence**—Understanding and mastering emotions in a way that instills confidence

This session will help participants:

- Adopt a style of leadership that resonates emotionally with others
- Improve one's ability to perceive others' emotions and build relationships through empathy and inspiration
- Track and maintain control over one's emotions

**Conceptual Thinking**—Conceiving and selecting innovative strategies and ideas for your organization

This session will help participants:

- Create innovative concepts that have growth or profit potential
- Provide insight on testing assumptions and challenging the status quo
- Search for and conceptualize underlying or systemic causes

## WARREN BENNIS AWARD FOR EXCELLENCE IN LEADERSHIP

The Warren Bennis Award for Excellence in Leadership is bestowed annually to one or more exemplary leaders in honor of our dear friend and colleague Warren Bennis. The purpose of the award is twofold:

- To honor the courage, the endurance, the capability, and the success of the recipient
- To highlight the recipient as an inspiration and a role model for current and aspiring leaders around the world

Every year, members of the GILD Advisory Board and senior executives within Linkage work through a nomination and selection process which identifies highly accomplished leaders who are deserving of the award.



"Overall the program was excellent; the blend of coaching, learning team and presentations was just right."

**Donald Colvin**, Organization Development  
Manager, Blood Systems



## GILD CUSTOMIZATIONS

### WORLD HIGH POTENTIAL LEADER PROGRAM

The *World 20 Program* is an exclusive, in-depth, multi-year leadership development experience unlike any other offered in the world. Designed for 20 elite, high-potentials who are seen inside their organization as C-suite successor candidates, this experience combines the best-of-the-best in leadership development to ensure these 20 participants, carefully selected for global and geographical diversity, are fully prepared when they are called to step into an executive position. Participants will grow and develop through unique **experiences**—orchestrated by stretch assignments and strategic job rotations; **exposure**—through coaching and mentorship; and **education**—through world-class development programs. For more information on how your organization can make a commitment to development and retention of an elite high-potential, call Linkage at +1.781.402.5555.

### THE FUTURE WORLD LEADER PROGRAM

The *Future World Leader Program* (FWLP) is embedded within the GILD experience. It is uniquely designed for young leaders who have a strong commitment and desire to live their life dedicated to being a great leader. The FWLP includes group learning sessions led by Warren Bennis, a founder of the Leadership Institute at USC. What makes this program really special is that the participants attend the GILD 2014 experience in tandem with their parents, who are GILD alumni. This is a tremendous opportunity for them to explore together the difference they can make in the world as leaders. For more information, call Linkage at +1.781.402.5555.

### LEADING A PORTFOLIO COMPANY—A GILD DEVELOPMENT PROGRAM

The exceptional private equity (PE) companies understand that their financial returns are highly correlated to the strength of the leadership teams running their portfolio companies. The really smart PE firms don't take this for granted. Instead they invest in a special type of leadership development experience for both their portfolio leaders as well as board members from their management. *Leading a Portfolio Company* is embedded within GILD. Portfolio company leaders together with their PE Board Members explore key leadership topics such as building strong board partnerships, finding, developing and retaining top leadership talent, and building a long-term organizational culture. For more information on this unique development program, call Linkage at +1.781.402.5555.

## SENIOR EXECUTIVE LEADERSHIP FORUM (SEL)

The *Senior Executive Leadership (SEL) Forum* is a four-day, strategic development program embedded within GILD and is limited to a select number of senior executives from around the world. The SEL Forum includes group sessions which focus on organization and leadership challenges unique to executives at the top of the organization. The SEL Forum is led by GILD Co-Chair Phil Harkins and features special dialogues with select members of the GILD faculty.

## LEADERS DEVELOPING LEADERS (LDL)

Linkage's *Leaders Developing Leaders (LDL) Process* is a multi-year, sustainable leadership development process that deepens and strengthens an organization's leadership resources. By leveraging both internal and external expertise, it combines best-in-class tools, learning experiences, and practices to accelerate the development of key leadership knowledge, skills, and abilities for current and future leaders.

To learn more, call +1.781.402.5555.

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GILD's Leaders Developing Leaders (LDL) Process is our primary leadership development investment at the director and vice president level. We evaluated a number of programs, both externally and internally offered, and determined that Linkage's LDL provides the best of both worlds. It's a truly distinctive and effective solution. After eight years, we remain convinced, both from anecdotal as well as ROI evidence, that the LDL process is the superior choice for accelerating the development of our highest potential mid-level leaders in order to strengthen our bench of 'ready-now' leaders."

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**Andrew Wilhelms**, Director, Leadership Development, McKesson

# ENROLLMENT FORM

Please enroll \_\_\_\_\_ (# of participants) into the *Global Institute for Leadership Development*, in accordance with the following pricing:

**GILD Tuition:**

- \$5,995 per person
- \$5,495 per person for 2-9 people per organization
- \$4,995 per person for 10+ people per organization

**Participate as a GILD Alumni** (only applies to individuals who attended GILD in the past)

- \$3,995 per person

**Participate in the Senior Executive Leadership (SEL) Forum:** Call +1.781.402.5555.

- \$8,950 per person

To enroll in other GILD customization options highlighted on p. 11, call +1.781.402.5555.

Enrollment fees do not include travel, hotel accommodations, or the learning team dinner on Monday night. Only one discount may be applied per enrollment.

Please photocopy this form to enroll additional colleagues. All enrollments must be received together to receive team discounts.

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Name of enrollment coordinator (primary contact)

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Name of participant	Participant title	Company
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Address	City	State	Zip
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Phone	Fax	E-mail
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**Payment Method**

- Check is enclosed for \$\_\_\_\_\_.

Please make checks payable to Linkage and remit to Linkage, ATTN: Accounts Receivable, 200 Wheeler Road, Burlington, MA 01803.

- Credit card payment for \$\_\_\_\_\_.

- VISA     MasterCard     American Express     Discover

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Card number	Expiration date
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Name on card	Signature
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Linkage works with leaders and leadership teams worldwide to build organizations that produce superior results. For over 25 years, we have delivered on this promise by strategically aligning leadership, talent, and culture within organizations globally. We do this by providing strategic consulting on leadership development and talent management topics and through our learning institutes, skill-building workshops, tailored assessment services, and executive coaching.

Linkage is headquartered in Burlington, Massachusetts, with operations in Atlanta, New York, San Francisco, and St. Louis, and outside the U.S. in Athens, Bangalore, Brussels, Bucharest, Buenos Aires, Hamilton, Hong Kong, Istanbul, Johannesburg, Kuala Lumpur, Kuwait City, Mexico City, Sao Paulo, Seoul, Shanghai, Singapore, and Sydney.

## TO LEARN MORE:

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