



InterActive

Leadership[™]



BURNHAM ROSEN GROUP
Leadership Development and Strategic Consulting

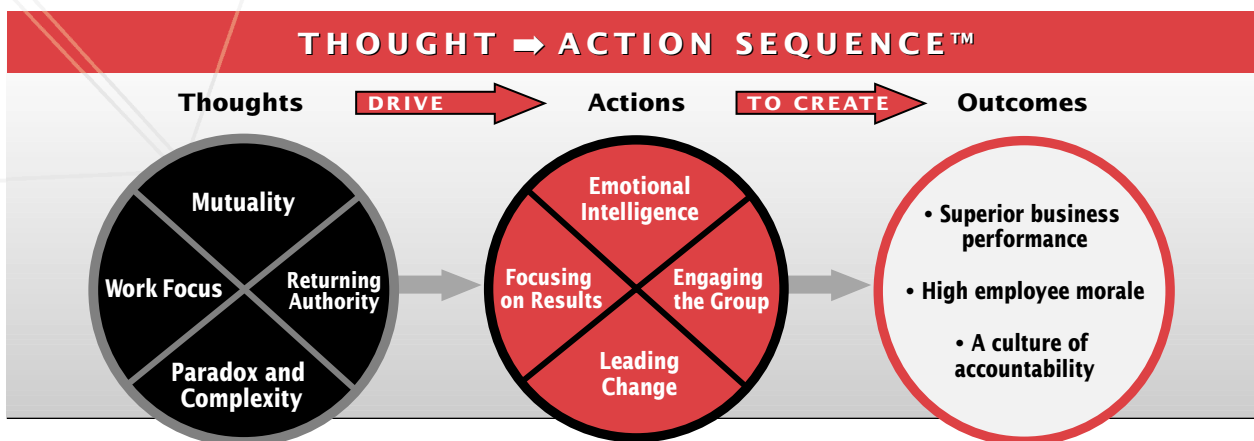
People in today's team-based organizations respond best when their leaders are with them, not above them. This dramatically changes what leaders need in order to motivate others; to be effective, today's leaders must shift their **thinking** as well as their **behavior**. The **InterActive Leadership™** development program helps leaders learn to make that shift.

InterActive Leadership™ offers a fresh perspective—an opportunity to benchmark against a model of world-class success supported by over 30 years of **empirical research**. Participants work with their whole selves—their inner motivations as well as their external, observable actions. During the workshop, participants embark on a path to develop the competencies needed to produce enhanced leadership performance; follow-up coaching ensures lasting results.

Based on the pioneering research of our founder, David H. Burnham, and Harvard psychologist Dr. David C. McClelland, we have identified not only how today's superior leaders behave, but also, more importantly, **how they think**. Our research clearly

indicates that these leaders produce a discernible thought pattern that drives and organizes their behavior. The result is world-class success. We call this the Thought → Action Sequence™ of InterActive Power.

Using our unique training methodology, participants learn how to identify their thought patterns (motives) and experience the impact of those thoughts on their ability to lead. We then introduce the precise thought pattern of InterActive Power. Participants learn how to summon these new thoughts to meet the specific demands of today's organizational environment: leading change, focusing on results, engaging groups, and acting with emotional intelligence.

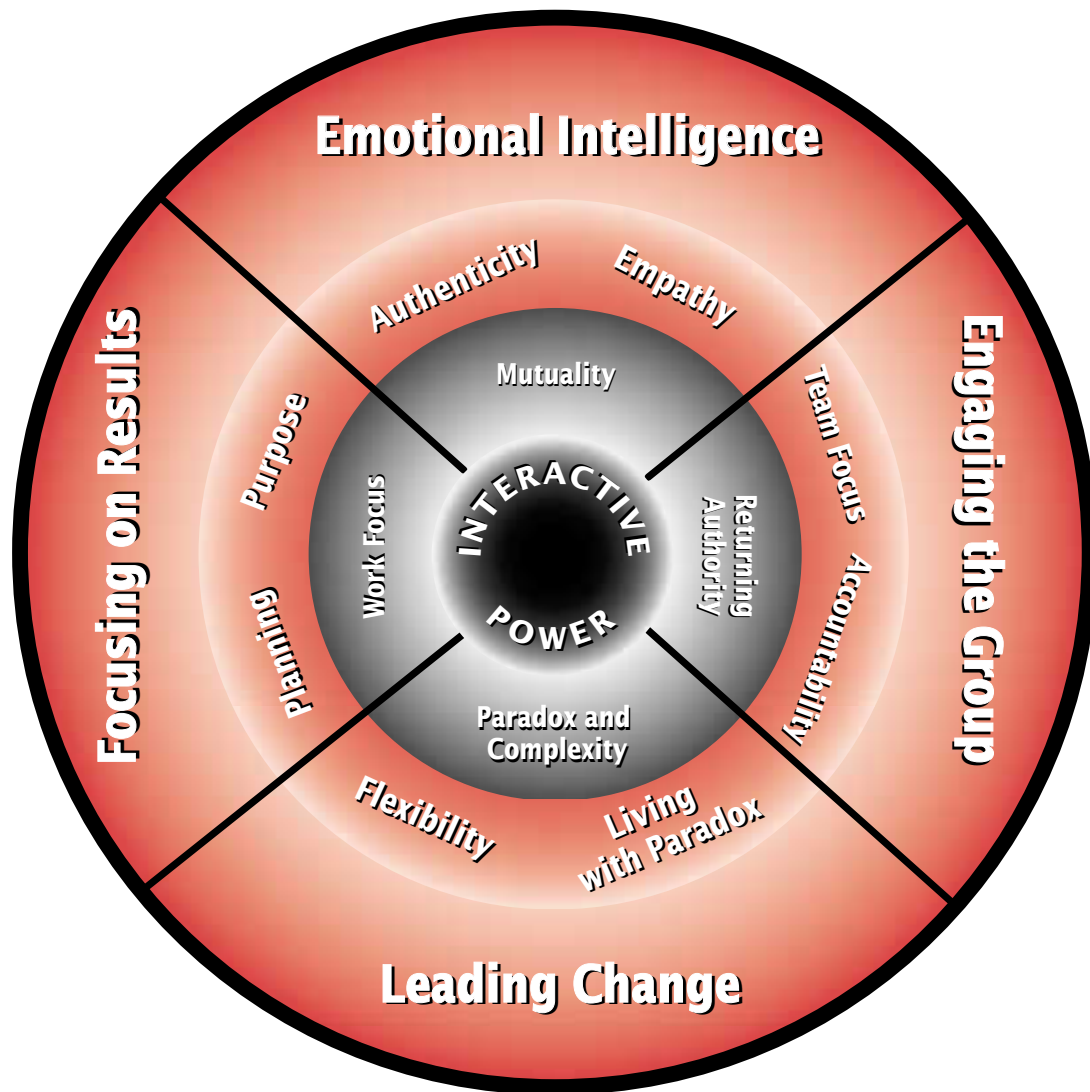


Participants work through simulations, exercises and activities in each of these critical areas in order to:

- **Experience** how their current thinking drives outcomes.
- **Identify** what areas need the most development for them.
- **Develop** specific goals for change.
- **Learn** how to make the change(s) they identify.

FOUR COMPETENCY AREAS

Our leadership research identifies four areas of integrated, high-leverage competencies:



Interactive Leadership™ offers a fresh perspective on leadership competencies. It connects the way superior leaders think with how they behave, resulting in a unified developmental model. Working from the inside out, this framework helps leaders develop the competencies needed for the 21st century.

The Research Behind *InterActive Leadership*™

The key attributes of superior leaders have changed profoundly over the last 30 years. In *Power is the Great Motivator*, their 1976 award-winning article in the Harvard Business Review, Burnham and McClelland showed that the most effective leaders of that time thought of themselves as a “source of power” who “skillfully ‘motivated’ others to excel.” In his recent follow-up study, Burnham discovered that motivating others is still critical, but that top performing leaders no longer see themselves as the “source of power.” Rather, today’s most effective leaders believe that they derive their power from the group they are leading.

The following chart shows some of the profound changes emerging from this shift:

HOW SUPERIOR LEADERS HAVE CHANGED		
	Late 20th Century	21st Century
Motivation	<p>➤ I influence you:</p> <p>Self → Other</p>	<p>➤ We influence each other:</p> <p>Other ↔ Other</p>
Beliefs	<p>➤ People need me.</p> <p>➤ I must provide answers.</p> <p>➤ Individuals are responsible.</p> <p>➤ I must set the direction.</p> <p>➤ I must create certainty about the right course of action.</p> <p>➤ I must decide what is right and always be fair and consistent.</p> <p>➤ Information is power. Use it strategically.</p>	<p>➤ We need each other.</p> <p>➤ We don’t need to know all the answers.</p> <p>➤ The group is accountable.</p> <p>➤ The group must set the direction.</p> <p>➤ The group must learn to be flexible and to manage paradox.</p> <p>➤ The group must decide what is right.</p> <p>➤ Information is power. Disperse it widely.</p>
Actions	<p>➤ Provide vision.</p> <p>➤ Direct others skillfully.</p> <p>➤ Coach and cheerlead.</p> <p>➤ Make decisions.</p>	<p>➤ Co-create and share purpose.</p> <p>➤ Strive for mutuality.</p> <p>➤ Stimulate questioning and dialogue.</p> <p>➤ Share decisions with others.</p>



Individual Leadership Assessment

Each participant receives a feedback report based on data gathered before the workshop. The report helps participants gain a deeper understanding of their motivation and power orientation.

Motivation — insight into primary social motivation—achievement, affiliation and power; how motives affect leadership behaviors as well as the behaviors and performance of those who are led.

Power Orientation — insight into stages of power and how the inner world organizes and directs the approach to power and influence as a leader.

Follow-up Coaching

Becoming a better leader requires commitment, practice, and exploration. Coaching after the workshop is an integral part of the *InterActive Leadership™* development program.

Participants in the workshop identify specific targets for change. The goal of our coaching is to enable them to see these personal changes as an attainable reality that will have positive results, feel pleasurable, and be a clear improvement on the present.

Program Agenda

DAY ONE	DAY TWO	DAY THREE
<p>Workshop Overview</p> <p>The Power Motive</p> <ul style="list-style-type: none"> > The Research > Human Motivation > The “Stages” of Power > Leadership <p>Leadership Case Studies</p> <ul style="list-style-type: none"> > Analysis > Definition <p>Emotional Intelligence</p> <ul style="list-style-type: none"> > Authenticity/Self-disclosure > Developing Empathy > Practice 	<p>Motives, Thoughts and Actions</p> <ul style="list-style-type: none"> > Thought ➡ Action Sequence™ > Thought Patterns of InterActive Leadership <p>Applying InterActive Thinking to Real Situations</p> <ul style="list-style-type: none"> > Experiential Exercise <p>Engaging the Group</p> <ul style="list-style-type: none"> > What does it take to lead teams? > Simulation 	<p>Leading Change</p> <ul style="list-style-type: none"> > Demonstrating Flexibility > Living with Paradox > Simulation <p>Focusing on Results</p> <ul style="list-style-type: none"> > The Power of Planning > Pride in Work <p>Creating Your Own Leadership Model</p> <ul style="list-style-type: none"> > Motivational Assessment of the Leadership Requirements of Your Job > Model Building > Motive Feedback > Goal Setting for Change

About Burnham Rosen Group

Burnham Rosen Group is dedicated to developing and supporting leadership within organizations. To that end, we offer the finest research-based training, coaching and consulting. Our approach focuses on the underlying mindset and thought processes that have been shown to drive success.

Our team combines decades of in-depth leadership benchmarking expertise, and a solid record of implementing strategic change with major organizations worldwide.

Associated Services:

- *Executive Coaching*
- *Organizational Leadership and Cultural Assessment*
- *Implementation Consulting Support*
- *Train-the-Trainer Workshops*
- *Strategy Consulting*
- *Facilitation*
- *Other Training Programs*
 - *InterActive Influence™*
 - *Resolving Issues Strategically*

Program Developer: David Burnham

David Burnham has a lengthy record of creating powerful, effective workshops. As President and CEO of McBer and Company (now Hay-McBer), he developed the flagship product “*Managing Motivation for Performance Improvement*” based upon his and Dr. David McClelland’s research on leadership effectiveness in the 1970s. In addition, he has created leadership and organizational change programs for such clients as the U.S. Navy, Morgan Stanley and Singapore Telecoms. He is also the co-developer of “*Creating Collaboration*” and “*Negotiating for Results,*”

now marketed by LMA. Thousands of participants have attended Burnham-developed programs, and many of these programs have stood the test of level-four research, a rare accomplishment in the training industry.

Mr. Burnham holds an MBA from Harvard Business School, where he was the Willard Prescott Smith Fellow. His HBR McKinsey award-winning article, “*Power Is the Great Motivator*,” co-authored with his partner, the late Dr. David C. McClelland, was republished in 1999 as an HBR classic.

Our logo symbolizes our ever-changing world. It is origami, a folded polygon that can flex so that visible facets disappear, hidden facets emerge, and patterns shift, change, and recur.



BURNHAM ROSEN GROUP

199 State Street
Boston, MA 02109

Tel: 617-725-1800 ■ Fax: 617-227-6678

E-mail: growth@burnrose.com

www.burnhamrosen.com