

# THE AVISTA LEADERSHIP LEARNING GROUP

## Creating Performance Breakthroughs in Leaders and Their Organizations

*Could you benefit from:*

- *Improving your leadership skills from "good" to "great"?*
- *Learning new and enduring strategies to lead in today's challenging business environment?*
- *Exploring your specific, day-to-day challenges while getting guidance, encouragement and feedback from a peer group?*
- *Finding ways to heighten the commitment, results and morale of the organization you lead?*
- *Developing your leadership capability along with others?*

### **The Issue**

The rapid pace of today's business climate often makes it difficult for executives to find time to reflect on their own leadership to improve the performance of their teams and organizations. Yet expectations for leaders have never been higher. As investors, customers, employees, and the public demand more, global competition increases, and reporting pyramids expand. Most executives continue to seek effective ways to dramatically improve their organization's performance. Strong, effective leaders are at a premium. Too often, to face these growing demands, leaders respond by working longer hours and working harder. This is unlikely to be a sustainable answer. We believe the answer lies in improving one's leadership effectiveness, particularly for executives willing to make changes in themselves in order to bring about the external outcomes they desire.

### **Purpose and Objectives**

The Avista Leadership Learning Group is designed for executives and provides them with a multitude of ways to deal more effectively with leadership and organizational challenges. Drawing from over 25 years of in-depth leadership experience and research in the human sciences, Dr. Keith Merron will offer tools, techniques, and learning experiences to ***produce a breakthrough such that all of the members of the group reach their highest potential as leaders.***

As a result of participation in the Leadership Learning Group, participants will experience:

- Significant improvement in their ability to lead teams and whole organizations
- Enhanced problem solving and decision making capabilities
- Greater flexibility to fit one's own leadership style to the particular situation at hand
- Improved effectiveness in managing the performance of others
- Accountability and support to deliver on commitments from one session to the next
- Heightened ability to inspire commitment, greater performance and shared responsibility for results
- An overall greater ability to create conditions where organization achieves significantly higher levels of performance

### **On-Going Leadership Development Process**

These objectives will be achieved by exposing participants to a universal set of principles of high-performance leadership and helping them embody these principles over time. These principles include:

- Looking at the organization as a system
- Gaining alignment with teams -- strategically and tactically
- Developing trust
- The importance of honesty and openness
- Synergy and collaboration
- Leadership as an expression of integrity
- Courage and risk-taking

The sessions will revolve primarily around "cases" or situations that participants bring to the meeting, enabling everyone to explore ways of strengthening their leadership effectiveness in "real-time" situations. Common themes will be explored, and principles and powerful ways of looking at leadership will be offered. Through deep exploration, inquiry, and dialogue, insights for leading will naturally unfold. Together, Keith and the participants will join to ensure a confidential, open, environment within which to deepen their leadership capability.

### **Who Will Participate**

This on-going learning experience is for good leaders who have a hunger to become great leaders. They are frequently CEO's, or people who report to CEO's, or people with significant responsibility for a major line of business in a larger company. This group is not for people who are "broken leaders." Instead, it is for leaders already on the path to becoming a great leader, and who regularly look in the mirror, and welcome the challenge. The size of the group will be 6-8 peer leaders from other organizations. Participants will meet monthly for 3 hours at a mutually convenient

time. These meetings will be through Webex videoconference. Each quarter, participants will also meet in person for a full day for a more in-depth learning process, designed to deepen and solidify the growth and learning. Each session will build upon prior sessions to create an integrated and self-reinforcing experience.

### **How This is Different**

One-time leadership workshops can be a powerful method for learning, yet they can be costly from a time perspective, and sometimes impractical. Moreover, while deep learning often does occur in these workshop settings, much of the learning can have a short "half-life" as the daily grind of work causes the learning to recede into the background.

Books, videos and large seminars can provide some ideas and inspiration. However, the "one-size fits all" model doesn't work well, and a truly masterful leader is able to adapt the key principles of high performance leadership to the specifics of each situation.

The **Avista Leadership Learning Group** is an antidote for the workshops, books, and inspirational speeches that may get you up in the morning but don't help you become a truly great leader yourself. By providing on-going support and challenge from a peer group and expert guidance from the facilitator, this is intended to be a truly powerful and leadership changing experience.

### **Schedule and Fees**

The kick off session will be held Friday, September 12, 2008 in the San Francisco Bay Area. Subsequent meeting schedule will be determined by the group. The work group will continue on an on-going basis. The fee for one year of participation is \$2250.

### **About the Facilitator**

Dr. Keith Merron is the Founder and CEO of the Avista Consulting Group. He has more than 25 years' experience in assisting executives and leaders in their own personal development, and has designed and led over 100 seminars and workshops for leaders. He has personally worked with leaders of more than 100 companies across a variety of industries.

Keith received his Doctorate from Harvard University in 1985, where his studies spanned the fields of human and organization development. Keith is the author of two books on organizational change and a third on leadership development.

## **About Avista Consulting Group**

Founded in 1993, the **Avista Consulting Group** provides organizational effectiveness consulting and leadership development services. As partners with our clients, we work with leaders in our client organizations to:

- Unleash potential and achieve extraordinary levels of performance
- Manage critical business transitions
- Cultivate rapid growth
- Create cultures that match their vision and strategic direction

Our mission is to help organizations achieve greatness, to become leaders in their industries and to sustain that leadership over time. Through a systematic, integrated approach, we help our clients achieve significant and sustainable results and create conditions where their human capital becomes an enduring competitive advantage.

**Our clients** are dedicated to becoming leaders in their industries and to creating organizational systems, structures and cultures that are results-enhancing as well as life giving. They are passionate about creating environments that uplift the human spirit. Their commitment to excellence causes them to continually question the way they operate and to seek more viable and effective forms, structures and processes.

Our clients include Apple Computer, Bio-Rad, Cadence Design Systems, CSAA, Delta Dental, Edward Jones Investments, Fannie Mae, Federal Home Loan Mortgage Corp., Gap Inc., Hewlett Packard, IBM, In-Q-Tel, Kaiser Permanente, Lexicon Marketing, Merrill Lynch, PeopleSoft, PG&E, Progressive Insurance, Ralston-Purina, SAP, Sacramento Municipal Utility District, Seattle Symphony, SmithKline Beckman, Solectron, St. Louis Community Foundation, Stanford University, Tandem Medical, Textron, University of California at Berkeley and over 100 less well known companies, on their way to becoming household names. For more information, visit [www.avistaconsultinggroup.com](http://www.avistaconsultinggroup.com).

## **To Learn More**

For more information about the Avista Leadership Learning Group, contact Keith Merron at (415) 488-4003 or email [kmerron@avistaconsultinggroup.com](mailto:kmerron@avistaconsultinggroup.com) with "Leadership Group" in the subject line.