

LEADERSHIP DEVELOPMENT COURSES

Developing Pure-Performance Leaders, Teams, and Cultures™



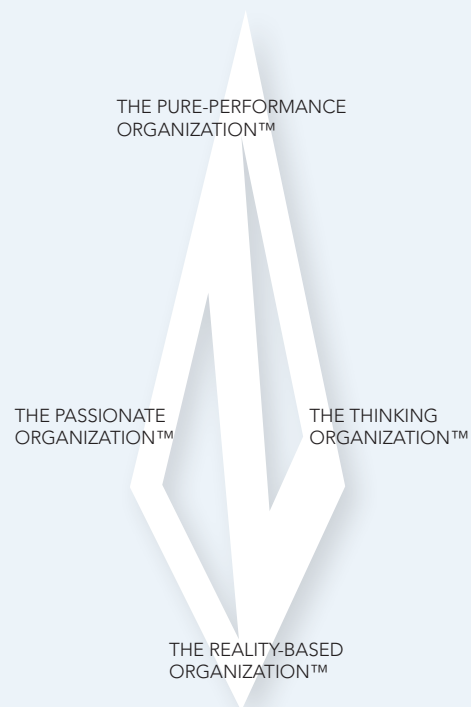
Building
Passionate
Thinking
Pure-Performance
Organizations™



THE DIAMOND OF EXCELLENCE™

Organizations can maximize their potential with the right framework to guide them to top-tier performance. The *Diamond of Excellence™* provides a comprehensive yet manageable framework. It guides organizations through 4 specific facets they must address to achieve powerful results and create value.

Choose from a range of topics in 4 essential facets of cultural design. This material is seamlessly designed and integrated to build *Passionate, Thinking, Pure-Performance Organizations™*.



A market full of constant, disruptive change. Fierce global competition. The struggle to find and keep people with talent and passion.

More than ever, you need an organization that focuses everyone on delivering world-class results. To accomplish this, you need to develop leaders throughout the organization who can consistently produce this relentless focus.

Luman's leadership development courses equip leaders with what they need to know to design and build *Passionate, Thinking, Pure-Performance Organizations™*.

No more fads. No more Management 101. The time for game-changing leadership development has arrived.

HOW LUMAN'S LEADERSHIP DEVELOPMENT COURSES WORK

Choose from 4 modules, with 2 one-day courses in each module—a total of 8 path-breaking courses seamlessly integrated to develop world-class leaders.

The 4 modules are built around the 4 essential facets of the *Diamond of Excellence™*. Also:

- ♦ Unlike the offerings of most "training" organizations, Luman courses are based on real-world, proven, highly effective organizational experience. These dynamic principles and PMATs™ (practices, mechanisms, and tools) are designed to produce Pure Performance™ throughout your organization.
- ♦ Each course—complete with instructional materials, diagnostics, and breakout exercises—can be presented by Luman faculty or licensed for use in your organization. For licensees, Luman provides "Train the Trainer" support for your in-house instructors.
- ♦ You can also choose an optional half-day extension for Course One of each module. In these extensions, you will complete a battery of assessments about your organization and engage in action planning based on the results.
- ♦ Luman has 4 revealing, state-of-the-art assessments that support the course materials (you can check these out at <http://lumanresearch.com>).

ABOUT LUMAN

Luman International is a cutting-edge leadership and cultural design firm that provides thought leadership to public, private, not-for-profit, and government organizations.

We work with our clients to create *Passionate, Thinking, Pure-Performance Organizations™*. We develop teams and leaders into effective advocates who care about and effectively advance their organization's overall vision, mission, strategy, and performance.

ABOUT THE COURSE DESIGNER



James R. Lucas is a widely respected and provocative thinker, writer, and speaker. He is the author of cutting-edge books on leadership and cultural design (see the back cover), with a number of additional works in progress. His new series, *Passionate Lives & Leaders*, answers the call of our clients for an exciting introduction to Luman principles and practices.

Jim founded Luman International in 1983, a firm which from the start has been dedicated to *Building Passionate, Thinking, Pure-Performance Teams and Organizations™*. He has consulted at a high level with a wide variety of organizations, after an earlier corporate career that included serving as CEO of EMCI, a high-tech design and manufacturing firm, and managerial stints with Hallmark Cards, VF Corporation, and Black & Veatch Consultants. Jim received his education in business, management, economics, and engineering at the University of Missouri in the U.S., where he also received his Professional Degree in Engineering Management. He also carries a Professional Engineering license in multiple states. He has been honored with continuous listings in *Who's Who in the World*, *Who's Who in America*, and *Who's Who in Finance and Industry*.

Jim has taught tens of thousands of leaders, from boards of directors and senior leadership teams to middle managers and supervisors. He developed many high level courses for the American Management Association, including their premier *Course For Presidents*. He developed courses for, and taught at, the school of professional studies at Rockhurst University in the U.S.

“Jim’s reputation, track record, expertise, and candidness uniquely qualified him to lead our journey.... he was (and is) refreshingly direct in challenging our rather traditional thinking.... I welcome the next opportunity to work with Jim. He is a true thought leader!”

- Mark Meadors, VP of Human Resources,
Tronox Corporation

“I so appreciated your time with us. Your down to earth approach has found resonance with the Hollard team and I often hear Jim Lucas references being made.... There has been a demand for your books in the library so we are making progress. I look forward to following up in the near future.”

- Sheila Surgey, General Marketing Manager,
Hollard Insurance (South Africa)

“Jim has served as a key instructor at the company’s biannual two week Executive Development Program...His teachings have become part of the cultural fabric and working vocabulary of our company.”

- The Management Team, Kerr-McGee Corporation

“Passion. There is no substitute for it, and nothing can imitate it over time. Create an environment full of passion and you will win.”

- James R. Lucas

“We define passion as a choice to be wholeheartedly committed to achieving results and adding value. It is working with enthusiasm and energy and vigor to build something excellent.”

- James R. Lucas

“Our team is now more passionate than ever, and they have some great new tools in their toolkit. I have no doubt that the seeds planted in this session will bear fruit for many years to come.”

- Kurt McCaslin, General Manager,
Anadarko Petroleum (Brazil)

“You created great initial momentum for making Hudson a passionate organization. Your ideas have put a greater mechanism for powersharing in place throughout our whole organization. I am seeing and hearing about change in every e-mail I read and each time I listen to our leaders speak. I wish all of American industry could be filled with your type of thinking.”

- Bill Hudson, Jr., CEO, Hudson Salvage, Inc.

COURSE ONE: BUILDING A PASSIONATE ORGANIZATION™

(one-day course with optional half-day extension)

How do we get the passion and commitment we need to improve our results dramatically?

Learn to design a culture that ignites passion, an organization in which people want to invest their talent and commitment. Find out why passionate organizations beat organizations whose people are merely engaged or satisfied. And get ready to lead an organization that passionately produces excellence.

Takeaways Include:

- ‡ Why “satisfaction” and “engagement” will not significantly improve results
- ‡ What conditions create 7 levels of employee commitment—and why only the seventh works
- ‡ How to program the **10 Key Elements of a Passionate Organization™** into your organization’s DNA

Optional Half-Day Extension Includes:
Completing the *Passion DNA™* and *Passion Infrastructure™* assessments and discussing applications.

COURSE TWO: LEADING PASSIONATE TEAMS

(one-day course)

How do we build passionate teams that deliver more than the sum of their parts?

Leaders have a very difficult assignment: tap into the individual passions of team members *and* the collective passion of the team, then merge them all in a tightly focused direction. In this course, discover how to embed the **7 Keys to Effective Teams™** into your organization’s collaborative efforts. Start designing, building, and leading passionate teams that deliver outstanding results.

Takeaways Include:

- ‡ How to manage consensus so it doesn’t get out of hand
- ‡ The 3 types of teams—and how to choose the appropriate team type for your project or situation
- ‡ How to make **Constructive Dissent™** and **Positive Discontent™** your team’s allies

COURSE ONE: BUILDING A THINKING ORGANIZATION™

(one-day course with optional half-day extension)

How can so many smart people produce such “un-smart” results?

Organizations need clear thinking, fact-based analysis, widespread innovation, quality decisions, and really intelligent execution. But instead, they usually get actions based on assumptions, emotions, conflict-avoidance, phony consensus, and turf battles. In this course, find out how to design an organization that harnesses the power of collective thought. Discover how to profit from Intelligent Mistakes™ and to go beyond solving problems to creating problem-driven possibilities.

Takeaways Include:

- ‡ How to program the **10 Key Elements of a Thinking Organization™** into your organization’s DNA
- ‡ A groundbreaking approach to strategy and strategic thinking
- ‡ The 7 Steps to Comprehensive Problem Solving that generate breakthrough opportunities

Optional Half-Day Extension Includes:
Completing the *Thinking DNA™* and *Thinking Infrastructure™* assessments and discussing applications.

COURSE TWO: LEADING MERGERS OF COMPETING IDEAS

(one-day course)

Benchmark your competitors or find a unique value proposition? Focus on quarterly earnings or focus on long-term growth?

Competing ideas are everywhere. Most leaders have developed a leadership style that incorporates only one side of these two-sided gems. Then, when their normal approach stops working, they often swing to the opposite approach. If you’re ready to get your leadership out of “whiplash” mode, this course will show you how to merge competing ideas to create a unique source of competitive advantage.

Takeaways Include:

- ‡ How to use **Paradox-Based Leadership™** to transform your organization’s performance
- ‡ The 5 Steps of the **Paradox Management Process™** for merging competing ideas
- ‡ How to exploit 20 **Power Paradoxes™** to produce powerful results

“The Thinking Organization™ learns, it teaches, but it does much more. It thinks. We want more than critical thinking skills: we want an organization that can think high-level thoughts about critical issues and unleash breakthrough ideas.”

- James R. Lucas

“Weaving the deep power of paradox into your approach to leadership gives you a shot at creating a lasting imprint and widespread wealth.”

- James R. Lucas

“Jim Lucas takes on this topic in a very practical manner, using twenty examples based around four areas: leadership, culture, talent, and strategy. Without being prescriptive, the book helps leaders think about a diverse range of questions from ‘What does it mean to be customer-centric?’ to ‘Why do innovation and change need to be ubiquitous?’”

-Andrew K. Tipping, Vice President,
Organization and Change, Booz Allen Hamilton

“It’s either about performance, or it isn’t about anything. Great leaders know that everyone brings power to the organization. Those leaders work hard to design organizations that draw on that vast reservoir of power. They can go far beyond ‘buy-in’ and secure Be-In™.”

- James R. Lucas

“There is a deep, intimate and mutually reinforcing connection between ethics and performance.”

- James R. Lucas

“If you embrace the outstanding principles and strategically apply them to your organization, the results will be transforming.”

- Ed Oakley, CEO, Enlightened Leadership Solutions

“Luman gets into the details so they can answer big questions.... Luman’s assessments are extremely enlightening. They reinforce the principles and practices they have taught us - and that we have worked hard to follow over the past decade. An important truth they shared with us is that you can get much better results with better cultural design. We have found that you can get optimum results if you make Luman’s design principles and practices your own. With their teaching and support, and the power of these remarkable assessments, you can establish a complete and accurate picture of your strengths and weaknesses and an effective design plan for the future.”

-Amy Anderson-Winchell, COO & EVP, Occupations, Inc. and Executive Director, Family Empowerment Council, Inc.

COURSE ONE:
BUILDING A PURE-PERFORMANCE ORGANIZATION™
(one-day course with optional half-day extension)

What would happen if your entire organization could be aligned to deliver *Pure Performance™*?

If “performance management” and “performance evaluations” still haven’t produced the results you want, prepare to replace them with something that works. In this course, learn to focus everyone and every resource on delivering world-class results. Discover how to decide who decides and how to create *Unavoidable Accountability™*. See how to build an environment of innovation, change exploitation, and intelligent risk taking.

- Takeaways Include:
- How to dissect and conquer the 7 core reasons that organizations fail to perform
 - How to program the *10 Key Elements of a Pure-Performance Organization™* into your organization’s DNA
 - The 7 crucial components of effective delegation

Optional Half-Day Extension Includes:
Completing the *Performance DNA™* and *Performance Infrastructure™* assessments and discussing applications.

COURSE TWO:
LEADING WITH POWER AND PRINCIPLE
(one-day course)

How can leaders produce strong results without sacrificing strong values?

Discover the *Tremendous 10 of Leadership™*—key actions that you must take if you want powerful leadership that creates top-tier performance. Build on the ethical foundation so critical to effective leadership. Learn why leadership starts with designing the culture, not directing the people. And find out how world-class leadership translates into powerful results and a durable legacy.

- Takeaways Include:
- How to exercise the *Tremendous 10™* all great leaders share—regardless of personality
 - How to recognize *25 Leadership Lunacies™*—and replace them with rational thinking
 - The 10 ethical principles crucial to *Pure Performance™*

COURSE ONE:
BUILDING A REALITY-BASED ORGANIZATION™
(one-day course with optional half-day extension)

Jack Welch says, “The first thing a leader has to do is face reality.” In its drive for excellence, is your organization willing to confront reality—even if it flies in the face of current thinking or strategy?

Based on the landmark book *Fatal Illusions: Shredding a Dozen Unrealities that can Keep Your Organization from Success*, and Luman’s work with hundreds of organizations over 25 years, this course shows you how to peel away the false perceptions, myths, and illusions that will destroy your organization’s chances for future success.

- Takeaways Include:
- How to program the *10 Key Elements of a Reality-Based Organization™* into your organization’s DNA
 - How to identify and defeat the *5 Myths of Management™*
 - The *12 Fatal Illusions™* that destroy organizations—and how to shred them

Optional Half-Day Extension Includes:
Completing the *Reality-Based DNA™* and *Reality-Based Infrastructure™* assessments and discussing applications.

COURSE TWO:
LEADING COMMUNICATION THAT COUNTS™
(one-day course)

In your organization, does communication add and create value? Or does it drain it away?

It’s easy to get more data and information flying around. Relentless meetings, voluminous reports, backbreaking numbers of emails, no escape from the phones—it all adds up to...not much. Why is it so hard to get important knowledge moving through the organization—and to get distractions and falsehoods to stop? In this course, gain the tools you need to wire your organization for *Communication that Counts™*—and to tune out the buzz that threatens performance.

- Takeaways Include:
- The 5 must-have features of *Communication that Counts™*—and how to create it
 - The 4 key directions for communication—and how to ensure your organization exploits each one
 - How to get communication with a higher truth content and a lower excuse content

“A reality-exploiting organization is a powerful marketplace force.”

- James R. Lucas

“Every great leader works hard to create a safe place for dangerous truth.”

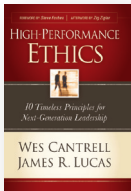
- James R. Lucas

“A fresh, unexpected, and intriguing approach to finding causes of many long-standing business problems. This is great stuff!”

- Alex Zaks, Senior Partner, Altegra Command & Control Systems

“We have received extremely positive feedback from our members regarding both the plenary session and your follow-up workshop. Our members enjoyed your practical applications.... Your session and workshop helped kick-off a tremendously successful conference.”

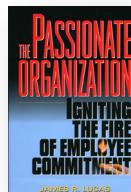
- Sheila Harrigan, Executive Director, New York Public Welfare Association



"The teaching comes from Jim Lucas, an internationally recognized authority on leadership and organizational life. Jim has addressed these and other topics in four previous books, in keynote addresses and in countless other presentations. He has a thriving consulting practice. He's seen what works and what doesn't work in numerous organizations and careers. You can take what he says to the bank - both figuratively and literally."

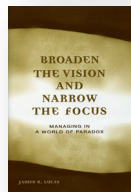
- **Steve Forbes**, President & CEO, Forbes, Inc.; Editor-in-Chief, Forbes magazine

High-Performance Ethics has also received high praise from Dr. Stephen R. Covey and Zig Ziglar.



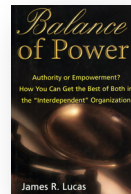
"Jim Lucas's book is a brilliant compendium of trenchant observations about the release of human spirit. The ultimate weapon for the 21st century."

- **Arthur D. Wainwright**, Chairman & CEO, Wainwright Industries, Inc. (Winner of the Malcolm Baldrige Quality Award)



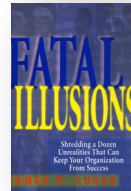
"As always, Lucas inspires great leadership. He challenges leaders to continuously reinvent their leadership capabilities, yet at the same time reminds them to continue doing what has been successful in the past. Another leadership paradox from one of the great minds in leadership training!"

- **Peter A. Luongo**, Executive Director, The Center for Leadership and Executive Development, University of Dayton School of Business



"Given human nature and marketplace realities, only a balance of power can possibly redeem the use of power in changing the face, the direction, and sometimes even the nature of an organization.... How do you reach this balance? This amazing text will show you how."

- **Newbridge Executive Program**, when making the book a Main Selection



"Lucas puts the choices right out there: We can try to live a life built on illusion, or we can go after what we really need - truth. Read Fatal Illusions for its sobering account of the delusions that often trap us, but even more for its guidance on how to stop 'illuding' and start living with reality."

- **Lee G. Bolman**, Ph.D., Marion Bloch Professor of Leadership, Bloch School of Business and Public Administration, University of Missouri-Kansas City and author of Reframing Organizations



"We have had passion very much at the center of our culture so our issue is how do we keep it going?.... Jim sees things that we intuitively believe, and he gave us very useful tools.... One thing I absolutely loved about Jim was his very practical, simple applications that he taught us, because I can refer back to them again and again."

- **Sheila Surgey**, General Marketing Manager, Hollard Insurance (South Africa)

"Mr. Lucas and his staff have worked for me as trainers for approximately four years. During that time, they designed and presented numerous trainings/consulting sessions for three New York State agencies (Office of Children and Family Services, Office of Temporary and Disability Assistance, and the Department of Labor). In addition, they presented trainings for our 58 local Departments of Social Services. The skill sets that were taught in these training sessions left a lasting impact on the trainees and their organizations."

Mr. Lucas and Luman International are truly dedicated to developing and enhancing organizations and their people. I can endorse them without reservation."

- **Bruce Muller**, Director, Bureau of Training, New York State



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