



Presents



A leadership forum for C-level executives
An Adizes Institute Program presented by Leadership Horizons, LLC

Now available: Newly formatted for in-company implementation.

Creating the Sustainable Organization*: Unlocking the Leadership Secrets of the Corporate Lifecycle

Grow, stagnate or perish...

Your company, no matter how unique, passes through, or gets stuck in, predictable stages of growth and development—a corporate life cycle.

First, get your bearings...

Identifying your company's position on the corporate lifecycle dictates the leadership focus you need now and what to change to move to the next stage of growth.

Realize that what works today won't work tomorrow...

All organizations face "stage specific" problems and the leadership required for success in one stage can cause failure in the next. "All strategies eventually fail" is a truism.

The road to success (and failure) is paved with great intentions...

Guiding your organization through each stage of the lifecycle requires continuous changes in your leadership and management style. Failing to understand what is needed—or not needed—at each stage inhibits growth and can plunge your company into premature aging.

Knowledge is power...

When armed with the right knowledge, tools, guidance and peer support you can speedily grow your company and create lasting sustainability*.

There is a GPS for corporate growth and development...

You don't have to feel like you're the only one driving the bus and you can grow your company faster and achieve sustainability*—that is not solely dependent on you—when you know the road ahead.

Introducing TopLeaF® : A Top Leadership Forum for the Road Ahead: TopLeaF is an intensive leadership program for entrepreneurs and top executive teams. By unlocking the secrets of the corporate lifecycle, TopLeaF provides the critical insights, guidance and peer support you need to lead your organization through the fundamental changes required for profitable, sustainable growth.

Turn Good Intentions Into Great Results

Contact Ron Ernst today for more information and see if TopLeaF is right for you and your organization:

Leadership Horizons
Phone: (317) 844-5587
Email: ron@ronernst.com

*A sustainable organization has attained an optimal level of adaptability that profitably propels the organization into the future *independent of current leadership*.

TopLeaF® is a management training program developed by internationally renowned speaker, author, and leadership development consultant Dr. Ichak Adizes, founder and director of The Adizes Institute in Santa Barbara, CA.

Why TopLeaF. Why now.

Studies have proven that successful organizations are ones that develop good leaders. Emphasizing constructive conflict and change management techniques, the TopLeaF program develops leaders by teaching them:

- How to achieve organizational sustainability—especially important in today's challenging economic climate
- How to build an effective management team
- How to establish managerial accountability
- How to communicate effectively with people of all different personalities and styles
- How to turn destructive conflict into constructive synergy
- How to improve organizational productivity and adaptability in an ever-changing business environment
- How to make decisions that can be implemented quickly and easily

TopLeaF Can Benefit You and Your Leadership Team

Here's what top managers—CEOs, COOs, Presidents, and other top team members—gain from TopLeaF:

- Inspired, fresh thinking to fuel your company's growth, innovation, adaptability and sustainability.
- Enhanced decision-making skills, especially when the stakes are highest.
- Personal accountability—a collaborative peer group for testing assumptions, uncovering opportunities, and accountability for action.
- Increased satisfaction in your professional as well as your personal life.

How It Works

A small group of up to 16 executives meets every three weeks for a total of 12, three and half hour sessions. The learning sessions are conducted by Ron Ernst, president and founder of Leadership Horizons, and a facilitator of the Adizes Methodology™. The TopLeaF curriculum is presented through a series of brief (15-25 minute) video segments. Exercises and discussion solidifies learning and application. Each participant also has the option of individual coaching with Ron. Between each session you can schedule a 30-45 minute telephone conversations with Ron. If desired, time can accumulate for more in-depth face-to-face sessions.

TopLeaF Curriculum

Introduction

- The Secret of Success of Any Organization
- How to Build a Culture of Mutual Trust & Respect
- What is a Problem?

What is Management?

- What is Management?
- What does it Mean to Manage Well?
- The Ideal Executive
- What is a Leader?

Organizational Lifecycles

- How to Start a Business
- The Go-Go Company
- From Entrepreneurship to Professional Management
- How to Get Out of the Founder's Trap
- Signs of Organizational Aging (Alumni Group)*
- The Aristocratic Company (Alumni Group)*
- Rejuvenating an Aging Company (Alumni Group)*

Managing People

- Management and Mismanagement Styles
- Which Complementary Teams Work Well
- How to Work with a Producer/Lone Ranger
- How to Deal with an "A" Type
- How to Work Well with an "Arsonist"
- "Deadwood" (Alumni Group)*

Organizational Mission & Structure

- How to Define an Organization Mission
- What is First: Strategy or Mission?
- Is Your Company Structured Right?
- How to Structure a Small Company

Management Tools

- How to Make Decisions Correctly
- How to Make Decisions as a Team
- How to Assure Effective Implementation
- How to Delegate
- Accountability
- How to Run Effective Meetings
- How to Hire the Right People

Management Concepts

- Management Myths I
- Management Myths II
- Perceiving Reality

Here are testimonials from our TopLeaF grads:

I have grown tremendously as a leader through TopLeaF. TopLeaF occurred at critical time in my company as my partner of more than 10 years was in the process of retiring and I took over running the entire company. I am making better and faster decisions that have the input and buy in from my entire team. Our mutual trust and respect between my management team has grown to a very high level. 2010 was a good year and we project 2011 to be even better. I give the credit to my leadership growth to TopLeaF!

**Jeff Kittle, President
Herman & Kittle Properties, Inc.**

Ron Ernst's TopLeaF program is invaluable for leaders in entrepreneurial companies and corporate managers alike. The Adizes methodology provides professionals with the secrets of managing their own corporate lifecycles. With insight gained from years of networking, as well as materials from the Adizes Institute, Ron provides practical suggestions to maximize learning and application of the concepts.

**Dennis Fletcher, President
Piezo Technologies**

The TopLeaF program has been an enlightening experience for me and for our organization. By including multiple leaders from our organization and our partner organization, we shared critical time together learning the Adizes methodology. Having this shared experience has paid dividends as we work through significant organizational challenges and opportunities. The program also enabled us to network with other business leaders and learn from their perspectives and experiences.

The Adizes videos were helpful to reinforce the written materials. They were well-organized, concise, and educational. The Adizes methodology includes both common sense ideas as well as counter-intuitive approaches that provided alternative ways to consider dealing with personal and organizational issues.

**Keith Kelley, Vice President
Indiana Health Information Exchange, Inc.**

The TopLeaf program has truly allowed me to look at all facets of my business, my co workers, and myself in a whole new light. This experience will allow **me** to continue to grow and identify the opportunities within our organization and industry.

**Brandon Bernacchi, Director
G & H Wire**

Ron Ernst is a tremendous guide and teacher of the Adizes Methodology. His mastery of the material, combined with a passion and belief in its value, has created an environment with tremendous energy.

I entered the program thinking that “I’m really busy, lots of stuff to do, I know we as a management team could use some help – but why do we have to participate in another team building session right now?”

At the breakfast introduction session, I was impressed with the group of people attending. They were at various levels of management, representing several unrelated industries – and seemed to all be in about the same corporate life cycle. I’m a Supervision graduate from Purdue and an MBA from Indiana Wesleyan. Throughout my career I’ve participated in several exercises to identify personality types. The PAEI model is similar, but slightly different from others and our program went to about the right level of detail in describing those types, pros and cons of each, the necessary role of each in an organization, and how different types might work together.

The piece that I’ve never studied is the life cycle of a company. Though our particular group consisted of smaller, primarily younger companies – sort of, going through similar growth pains, the Adizes model and study is obviously appropriate for any size and age of company. Going through the sessions, I kept relating various stages to the large (5,000 to 38,000 employees) companies that I work for in the past – one of those for 32 years. Knowing what I know now would have been invaluable in the 32 year experience.

Great job in leading us, Ron. I look forward to our followup sessions!

**Chris C. Schultz, Vice President
Indiana Health Information Exchange, Inc.**

I am attending TopLeaF with our CEO. We have both been extremely pleased that we made the commitment to attend. My initial thought when presented with this opportunity was, “it sounds great, but I’m way too busy to make that time commitment”. Then I read more about the Adizes Methodology, talked to Ron, and thankfully decided that I couldn’t afford to miss it. I was right.

It is clear to us that TopLeaF will have a substantial and lasting impact on us as organizational leaders. Our CEO and I meet weekly to discuss the material and relate it to the many challenges that our organization and our industry face. Ron also works with us between sessions and helps us integrate our learning into a positive impact on our organization.

**Steve O'dore, Director of Behavioral Health Services
Tangram**

The TopLeaF series shares the secrets for creating a healthy organization. Ron Ernst is an excellent teacher of the Adizes methodology and by coupling the TopLeaF seminars with executive coaching sessions, he takes the entire experience over the top. Our agency moved from internal marketing to focusing on our external customers and we were able to find a new market for our services.

**Connie Dillman, President and CEO
Tangram**

The Adizes method helped us begin to break the log jam within our growing organization(s) by identifying both structural and functional problems using a methodology that opened my eyes to an entirely new way of thinking about people and organizations.

**Shaun J. Grannis, MD MS FAAFP, Research Scientist
Regenstrief Institute**

TopLeaf provided our leadership team with a much-needed opportunity to block-out the daily demands on our time and focus attention on thinking about our organization and how we manage it. Perhaps more importantly, it provoked thoughts and discussions and gave us a common vocabulary and method from which debate the issues and envision solutions.

**John Kansky, Vice President
Indiana Health Information Exchange, Inc.**

The Top Leaf Program has been very instrumental in helping me and my leadership team better understand the interpersonal dynamics that are in play every day. Through the program we have learned to embrace our differences and create an environment that is built upon a foundation of mutual trust and respect. This in turn enables the team minimize the amount of internal energy expended on fruitless debate and rather focus more on collaborative dialogue & positive outcomes. Today more than ever we are all faced with constant change both internal and external to our businesses. We are now more equipped to embrace the change and turn it into an opportunity!

We are now embarking on a second phase of the top leaf program with our next layer of leaders in the company. I am very excited about the prospect of how much this program will be a catalyst for their leadership growth and the lasting impact it will have on them both personally and professionally.

The top leaf program has been a complete game changer for me, our leadership team, our families, and our company. I highly recommend this program for any organization and would be happy to discuss further if you would like to hear more from an actual participant and end user.

**Doug Bowen
CEO & President
Bowen Engineering Corporation**

The TopLeaf program has been a game changer for Bowen. Through Ron Ernst's leadership, energy and facilitation, Bowen has adopted many of the paradigm shifting concepts offered through TopLeaf. Our Senior Leadership has been so impressed with the program and Ron's ability to convey the concepts, we have asked Ron to lead and coach the next level of Bowen leaders through the TopLeaf program. Clearly we believe our investment has returned dividends.

**Jim Ankrum
Senior Vice President
Bowen Engineering Corporation**

The TopLeaF program has been enlightening for me. This methodology includes both common sense ideas as well as counter-intuitive approaches that have helped identify both structural and functional problems using a methodology that opened my eyes to a new way of thinking about people and organizations.

Also, by including multiple leaders from our organization, the shared time together learning the Adizes methodology has been a unique experience and given us a shared vocabulary to help deal with issues in more effective, efficient manner.

As you could see, we have several organizational challenges and opportunities to work through and the lessons learned with TopLeaf have given us all a new outlook on each other and the way we think and confront issues.

The program was very timely due to the transition we are in and the new challenges this team has.

Jed Holt
President Emeritus
Bowen Engineering Corporation

When others ask me how I would describe my experience with the Top Leaf program, I describe it as a journey of discovery, most importantly of who I am and also of what makes others behave the way they do. I am not the same person, personally or professionally, as I was when I started the TopLeaf program ten months ago. I have been challenged, humbled, inspired and most importantly, I have grown, personally and professionally, during this TopLeaf journey. If all I got out of TopLeaf program was tools to help me develop mutual trust and respect within my own family and within our organization, this program would have been worth it, but I got so much more than that.

This program has equipped me with tools to enhance all of the relationships in my life, enlightened me on what is required to drive change and growth in an organization and given me insight on how to manage conflict within a family, team and organization. I highly recommend the TopLeaf program to any organization who is willing to roll up their sleeves and commit themselves to becoming effective, efficient and successful.

Jeff Purdue
Vice President, Business Development and Marketing
Bowen Engineering Corporation

As we enter our 45th year in business we found ourselves in the leadership transition from Founding Generation to 2nd Generation. As would be expected, the growing pains were tremendous and the burden heavy for this young group of leaders. The principles and concepts provided by the TopLeaf program, coupled with the leadership and guidance by Ron Ernst, virtually transformed this group into a strong cohesive team of managers. From the relational growth (mutual trust and respect) to procedural tools (decision making, meeting rules, etc.), this team is now armed to take the company to the next frontier. The growth was pivotal and the timing was perfect. Thank you to Ron and Dr. Adizes.

Kris Bowen
Director of Research and Development
Bowen Engineering Corporation

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