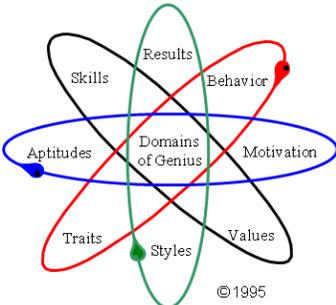
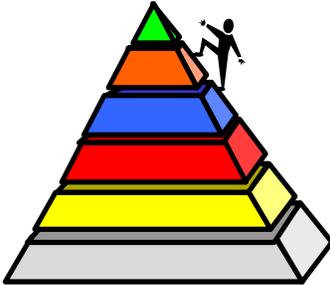
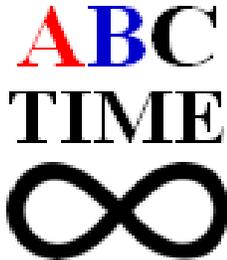
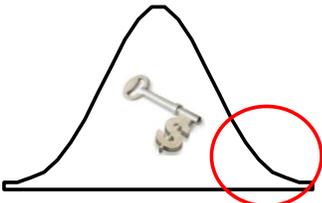
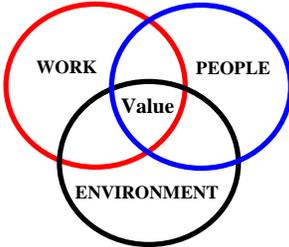
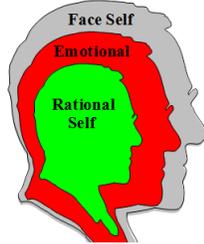


AMERICAN PSYCHOLOGICAL ASSOCIATION, SOCIETY FOR HUMAN RESOURCE MANAGEMENT, TEXAS PSYCHOLOGICAL ASSOC.

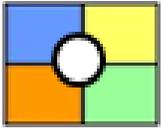
What is L³? The Leadership Learning Lab is a scientifically-based program for developing leaders at all organization levels. It is called a ‘learning lab’ because unlike most leadership development systems L³ does not have a fixed curriculum. Instead, learning priorities and solutions are identified for each participant based on a diagnosis of needs on *5 levels of measurement*. Participants at comparable levels of leadership accountability and readiness are then banded into ‘teams’ who share learning experiences over the next 6 months on the *9 Core Learning Modules* illustrated below and described on the following page.

How is L³ delivered? After development needs are assessed, participants at comparable levels of leadership accountability attend two days of in-house training (typically delivered in half-day modules delivered by two certified facilitators). This initial learning intervention is called the Success Workshop because the master objective of Leadership Learning Labs is not just to produce better leaders but also provide a clear *Road Map to Work-Life Success* for themselves and all their followers. Next, participants receive one-on-one and small group “Leadership Coaching” from a workshop facilitator. They also get a customized *Self-Study Learning Matrix* that matches assessed development needs to an array of alternative learning solutions.

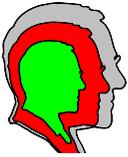
9 INTERACTING MODULES OF THE LEADERSHIP LEARNING LAB (L³)

| | | |
|--|--|--|
| <p>Domains of Genius</p>  <p>© 1995</p> | <p>Performance Pyramid</p>  | <p>Teamwork-Collaboration</p>  |
| <p>Leadership Assessment</p>  <p>LEAD-360</p> | <p>4-Factor Success Model</p>  | <p>Time Machine</p>  |
| <p>High-Achievable Standards</p>  | <p>WPE Compatibility</p>  | <p>Self-Others Awareness</p>  |

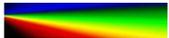
DESCRIPTION OF THE 9 INTERACTING MODULES IN THE LEADERSHIP LEARNING LAB (L³)



SUCCESS WORKSHOP – The Success Workshop is a facilitated journey into work-life success, as measured by sustained, meaningful Performance, Growth, Well-being and Satisfaction. A core principle of the workshop is that real success is a balance of these 4 goals. Workshops are delivered by a pair of certified facilitators in a 3-stage learning process including: 1) Assessments, 2) Classroom training, and 3) Coaching.



SELF-OTHERS AWARENESS - The inter-connected learning experiences in this module occur over time and include 1) assessments on each participant, 2) a variety of Success Workshop exercises, 3) models for understanding human nature, 4) tools for developing networks, and 5) on-the-job assignments to sharpen emotional intelligence. Since it is not realistically possible to lead without self-others awareness the contents of this module are presented early in the Leadership Learning Lab and then repeated in other modules.



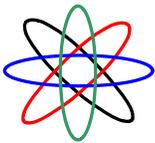
LEAD-360



LEAD-360 – this module is an assessment-based learning experience where participants self-rate their competence as leaders on 21 high-achievable *leadership standards* and 105 related leadership behaviors. Over two decades of applied research went into defining leadership skills/behaviors measured by LEAD-360 (using both published leadership research from scientific journals and data from our own analysis of over 700 leaders). By weighting these high-achievable standards to the job-specific demands of each participant LEAD-360 not only provides a uniform and objective assessment of competence it is also a learning event.



HIGH-ACHIEVABLE STANDARDS – using our education/expertise in cognitive science and 2 decades of applied research experience we discovered that the best models of leadership are not based on academically derived theories but rather from the real-life experiences of successful people who are excelling at what you want to do. We teach participants how to find, Profile, and learn from these ‘everyday success models’.



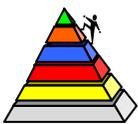
DOMAINS OF GENIUS - clients often contract with us to develop Profiles of their top performers in key jobs. After quantifying differences between high Vs low performers we usually find that successful people display job-related ‘Domains of Genius’ that enables them to learn faster, perform better and enjoy their job. We also learned that while domain-specific genius is common it is rarely applied because few people work in areas consistent with their domains. L³ aggressively pursues ways to find and exploit participants’ genius.



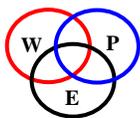
TEAMWORK MODULE – one of the most unappreciated (and under-studied) aspects of leadership is the contributions made by people who are not labeled, recognized or assigned leadership duties but perform in these roles based on situational demands for their expertise, or willingness to take charge, or desire to lead. L³ explores the concepts of ‘leading without authority’ and ‘informal leadership’ that account for many desirable leadership effects we too often attribute to people with titles who are not actually change agents.



ABC TIME MACHINE – clearly one of the most powerful capabilities displayed by effective leaders is their productive use of time. Instead of spending time they distinguish themselves by investing-leveraging it where it will have priority impact. L³ explores how each participant plans, executes and monitors his/her time and teaches basic principles of time management that can be quickly learned and easily applied.



PERFORMANCE PYRAMID – leaders by our definition are in the problem solving business, so L³ provides a practical diagnostic tool for understanding root causes of unacceptable performance. Using a hierarchical analysis of contributing causes the *Performance Pyramid* helps focus Attention-Time-Energy on interventions that will provide a solid foundation for improving performance.



W-P-E COMPATIBILITY – leadership is a process of engaging capable followers with a compelling vision and enabling them with means to achieve it. Before leaders can effectively serve in this complex role they need a firm conceptual grasp of how Work-People-Environmental factors currently interact and what must change to create more value. L³ provides working models/worksheets to help leaders achieve WPE synergy.

Who participates in L³? While it began and continues to be an executive-level development program L³ has evolved over the past 20 years to also capably develop successors or high potentials, and teach leadership to participants at all job levels. Where practical, we suggest scheduling participants top-down (in groups of 8-14 leaders at the same accountability level).