

*A transformational experience for leaders
and leadership teams*

THE
Global
Institute
FOR
Leadership
Development

Now in its 9th year, **GILD** offers:

- Intense, interactive learning experiences that develop critical leadership capabilities
- Timeless and timely lessons of leadership taught by the world's best faculty
- A 360° assessment and coaching process proven to drive behavioral change
- Teamwork and networking with executive peers from around the globe
- A customized, facilitated, off-site retreat experience (optional)

S E P T E M B E R 1 8 – 2 3 , 2 0 0 5

“GILD is the **best overall approach to leading** I have ever been a part of externally. I was re-energized as a leader, learned applicable tools, and learned about myself.”

Jeff Patton,
senior director, Kraft Foods

Learn from more than
**90 world-class
faculty members**
including

Warren Bennis

co-chair of GILD; foremost authority on leadership

Phil Harkins

co-chair of GILD; author of best-selling
Everybody Wins

Clayton Christensen

Professor, Harvard Business School;
author, *The Innovator's Dilemma*

Stephen Covey

author, *The 7 Habits of Highly Successful People*
and *The 8th Habit*

Bruce Cryer

leading expert on Emotional Intelligence; featured
in *Harvard Business Review*, *The Wall Street Journal*,
New York Times, and *Business 2.0*

Malcolm Gladwell

author, *The Tipping Point* and *Blink!*; *Time* magazine
100 most influential people in the world

Marshall Goldsmith

rated as one of the top 10 coaches by
Wall Street Journal

Ben Jenkins

president of the general bank, Wachovia
Corporation

Dr. Rajaa Khuzai

member of Iraqi National Assembly, formerly
one of three women on Iraqi Governing Council

Patrick Lencioni

author, *The Five Dysfunctions of a Team* and
The Five Temptations of a CEO

Roger Nierenberg

conductor, Stamford Symphony

Nando Parrado

“Survivor of the Andes” as depicted in the book
and movie, *Alive*

Michael Porter

professor, Harvard Business School; author,
Competitive Advantage

Mary Robinson

former president of Ireland; *Time* magazine 100
most influential people in the world

Paul Rusesabagina

2000 recipient of the Immortal Chaplains
Prize for Humanity; story told in *Hotel Rwanda*

Tony Schwartz

co-author, *The Power of Full Engagement*

Phil Swift

co-chairman and founder, ARC Financial

David Ulrich

professor of business, University of Michigan;
ranked #1 executive educator by *Business Week*

LINKAGE
INCORPORATED



“Linkage’s Global Institute is the Ivy League of leadership development.”

Susan Acquisto, president, Professional Health Services

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SINCE 1997, we have been privileged to welcome thousands of leaders to *The Global Institute for Leadership Development* (GILD), a program forged to help close the critical gap between the leadership needs and leadership capabilities in organizations around the world.

Each year, as we witness the transformational power of the GILD experience, we are reminded of the numerous conversations with alumni who tell us things like, “I was born, got married, had kids, and then went to GILD!” Or, “GILD not only changed my life, it changed my entire perspective on what it means for me to lead,” and, “GILD has caused me to call myself to a higher standard...I have been awakened to a new sense of what is possible, and I feel driven to new heights of accomplishment.”

In short, GILD is a unique accelerated leadership immersion experience that is all about **growth**. This is a program for leaders who want to grow—leaders who want to affect a transformation and who want to rise to the next level, both personally and professionally.

We invite you to join us in San Diego, September 18 – 23, 2005 to experience your own transformation. We promise you a leadership development experience unlike any other, and we look forward to learning alongside you.

Yours truly,



Warren Bennis

Warren Bennis
Co-Chair



Philip Harkins

Phil Harkins
Co-Chair

who should **attend** and what are the **benefits?**

WHO SHOULD **ATTEND?**

The Global Institute for Leadership Development (GILD) is a distinctive learning experience designed for:

- **Emerging leaders:** individuals who are responsible for directing significant projects and teams up to the level of those exercising cross-organizational responsibilities and leading enterprise-wide initiatives
- **Senior leaders:** individuals serving as strategic leaders with enterprise-wide focus and long-term impact, e.g., general managers, vice presidents, divisional and functional heads, and senior executives
- **Leadership teams:** Intact executive teams as well as “action learning” teams who customize their GILD experience as an ideal offsite for working to build their coherence as a leadership group and/or to tackle strategic challenges

WHAT ARE THE **BENEFITS FOR PARTICIPANTS?**

- **Measurable and sustainable behavior change:** expert coaches and team facilitators will guide you to new levels of self-awareness and work you through a proven development process
- **Cutting-edge knowledge and skills that can be used immediately:** world-class teachers will challenge your current paradigms and practices and drive you to generate a feast of new ideas, while supplying you with a new set of reliable and effective leadership tools
- **Access to the experiences and wisdom of some of the world’s greatest leaders:** world-renowned leaders will awaken in you a new sense of what’s possible, re-energizing your passion, purpose, and motivation as a leader
- **GILD builds and refines the mind, the heart, and the practices of a leader** enabling you to achieve and surpass business targets and lead your team and organization to the next level of performance

WHAT ARE THE **BENEFITS FOR YOUR ORGANIZATION?**

- **Individual performance improvement:** develop critical leadership competencies and skills to grow the next generation of leaders for your organization
- **Enhanced capacity for innovation and vision:** sustain your organization’s competitiveness in the marketplace
- **A more experienced, passionate and connected leadership team:** expose your leaders to a cadre of respected leaders and learners in a diverse, multi-organizational learning experience
- **Greater performance and results:** empower and arm your leaders and high-performance teams, and the results that follow will be astounding



“ You have to select those events that are rich and really have that take-away value that provides you with tools and inspires you to use the tools. I think that Linkage really brings that out—and they keep getting better at it each year. ”

William Gregg, president & CEO, SDC Technologies

program schedule **at-a-glance**

	Sunday, September 18, 2005	Monday, September 19, 2005	Tuesday, September 20, 2005	Wednesday, September 21, 2005	Thursday, September 22, 2005	Friday, September 23, 2005
7:30am – 8:00am		BREAKFAST	BREAKFAST	BREAKFAST	BREAKFAST	BREAKFAST
8:00am – 9:00am		LR Session*: Creating the Organization STEPHEN COVEY	LR Session*: Creating the Vision MICHAEL PORTER	LR Session*: Producing Results BEN JENKINS & TONY SCHWARTZ	LR Session*: Building a Culture of Innovation CLAYTON CHRISTENSEN	Executive Coaching
9:00am – 10:00am	Registration	BREAK	BREAK	BREAK	BREAK	
10:00am – 11:00am		Skill-Building Workshops	Skill-Building Workshops	Skill-Building Workshops	Skill-Building Workshops	
11:00am – 12:00pm		Reflection Time/ Executive Coaching	Reflection Time/ Executive Coaching	Reflection Time/ Executive Coaching	Reflection Time/ Executive Coaching	
12:00pm – 1:00pm		LUNCH	LUNCH	LUNCH	LUNCH	
1:00pm – 2:00pm		Opening Ceremonies	LIL Session*: PHIL SWIFT	LUNCH	LUNCH	LIL Session*: WARREN BENNIS & DR. RAJAA KHUZAI
2:00pm – 3:00pm	Coaching, Mentoring, and Behavioral Change MARSHALL GOLDSMITH	Learning Team Meetings	Learning Team Meetings	Learning Team Meetings	Learning Team Meetings	
3:00pm – 4:00pm	BREAK	BREAK	BREAK	BREAK	BREAK	
4:00pm – 5:00pm	LC Session*: Systems Thinking & Learning Teams Kick-Off <i>The Music Paradigm</i> with ROGER NIERENBERG	LC Session*: Conceptual Thinking MALCOLM GLADWELL	LC Session*: Trusted Influence MARY ROBINSON	LR Session*: Motivating the Team PATRICK LENCIONI	LC Session*: Focused Drive NANDO PARRADO	
5:00pm – 6:00pm		Reflection Time/ Executive Coaching	Reflection Time/ Executive Coaching	Reflection Time/ Executive Coaching	Reflection Time/ Executive Coaching	
6:00pm – 7:00pm			LC Session*: Emotional Intelligence BRUCE CRYER	LIL Session*: PAUL RUSESABAGINA		
7:00pm – 8:00pm	Opening Reception	Dinner with Learning Team	Special Event	Popcorn and a Movie: Hotel Rwanda	Gala and Closing Ceremonies	
8:00pm – 9:00pm						

*LR Session = Leadership Responsibility Session

*LIL Session = Lessons in Leadership Session

*LC Session = Leadership Competencies Session

how does GILD deliver **superior, accelerated leadership development?**



“ GILD provides the inspiration, ideas, tools, and support to change your life. ”

Barbara Christ,
quality operations,
Bertex Laboratories



“ Best overall model of leadership I’ve ever come across. The combination of the comprehensive framework with the world-leading thinking in each discipline was outstanding. ”

Steve Tedesco, director, Clarica

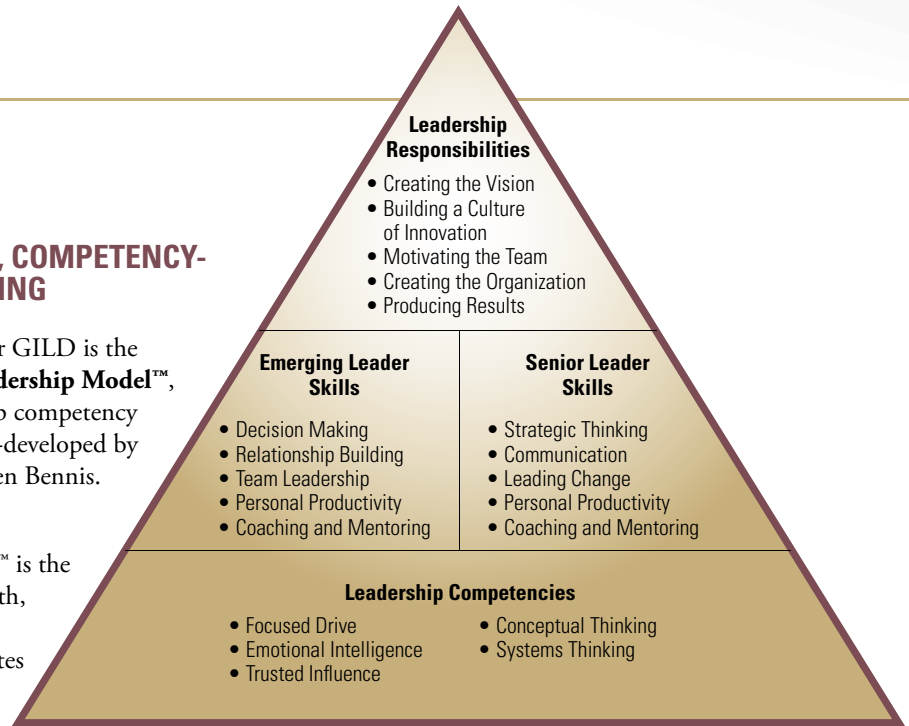
1

ACCELERATED, COMPETENCY-BASED LEARNING

The foundation for GILD is the **High Impact Leadership Model™**, a proven leadership competency model that was co-developed by Linkage and Warren Bennis.

The High Impact Leadership Model™ is the result of an in-depth, longitudinal study into what constitutes high performance leadership.

The GILD curriculum is designed to develop the leadership competencies, skills, and responsibility areas that differentiate superior leaders from average leaders.

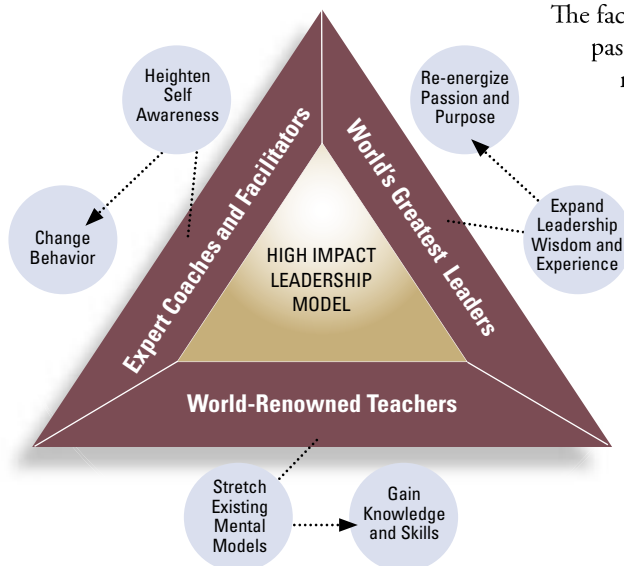


2

THE GILD FACULTY

Guided by the High Impact Leadership Model™, we have recruited a diverse, world-class faculty that provides the expertise and coaching necessary to drive growth and development in all of the core components of the model.

The faculty is a formal mix of the **world’s greatest leaders**: current and past CEOs, politicians, philanthropists, and humanitarians; **world-renowned teachers**: academics/thought-leaders, musicians, and practitioners; and **expert coaches and team facilitators**. You will not find a more qualified and more comprehensive faculty at any other leadership development program.



“ I was in the middle of a job change when I attended GILD. My executive coach gave me insights on how to be more effective in my new career. The keynote speakers were marvelous, and my teammates inspired me to get out of my comfort zone. GILD was not only the best development program that I’ve ever been to, but it was a life-changing experience too. ”

Tom Miller, group leader, Lawrence Livermore National Laboratory



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A 360° LEADERSHIP ASSESSMENT INSTRUMENT



Several months before the program, you will complete Linkage’s 360° Leadership Assessment Instrument™. This multi-dimensional assessment of the components in the High Impact Leadership Model™ will provide you with the heightened self-awareness that is necessary to catalyze and fuel significant and sustainable behavior change.

How can you improve as a leader, manager, colleague, or direct report? How does your team become high performing? How does your entire organization get to the next level? In making these crucial front-end determinations, there is no substitute for data—tangible feedback that leads to insight, direction, focused action, and measurable improvement.

By providing this data in a focused and leveragable format, the Leadership Assessment Instrument™ personalizes the GILD experience for each and every participant, and it serves as the penultimate step to the exponential growth that will be experienced onsite at GILD.

4

EXECUTIVE COACHING AND BEHAVIORAL CHANGE



Directed by the results of your 360° Leadership Assessment Instrument™, you will work one-on-one with an Executive Coach that you have selected from the world’s most experienced faculty of Executive Coaches—Linkage’s own executive coaches as well as top professional coaches from our partners, Marshall Goldsmith, A4SL Coaching & Consulting, and Career Systems International.

These coaching sessions will provide you with a support system for making real, accelerated, and measurable improvement in your behavior as a leader. Our Coaching Process engages participants with two, one hour private coaching sessions onsite at GILD where you will interpret your Leadership Assessment Instrument™ results, focus your GILD learning goals, and create a personal development plan. In addition, three months after GILD, you will receive a follow-up assessment call where your coach will help you consolidate your learning and apply it to your job.

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LEARNING TEAMS



At GILD, you will work as part of a team to synthesize your learning from the program and apply it to your real work leadership challenges. These Learning Teams are facilitator-led peer teams of 12 to 15 participants that meet together for several hours daily to foster critical introspection, discovery, and open exchange among participants with similar experiences.

Through your Learning Team, you will build a life long network with executive level peers from a variety of organizations around the world. You will exchange ideas, best-practices, and leadership lessons, both crystallizing your learnings and expanding your perspectives.

All GILD participants are assigned to Learning Teams except for those participating in a Customized Offsite Retreat. For details on this option, see page 14.



“What a fantastic experience! What a way to allow us to step back and reflect on our key responsibilities as leaders!”

Elke Speliopoulos, director, SAP

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LEADERSHIP RESPONSIBILITY SESSIONS

The Leadership Responsibilities represent the pinnacle of the High Impact Leadership Model™. They are the tangible outputs of a leader that determine the overall success of an organization. Through these GILD sessions, some of the world’s most respected leaders will share strategies and new approaches to help you excel in these critical leadership responsibilities.

“Anyone dedicated to improving him or herself would benefit from GILD.”

2004 Alumni

Creating the Vision:

The responsibility of anticipating future demands and seizing on future opportunities while providing meaning, context, and motivation throughout the organization



Michael Porter

professor, Harvard Business School; author, *Competitive Advantage*

Creating the Organization:

The responsibility of building and developing the structure for high performance



Stephen Covey

author, *The 7 Habits of Highly Successful People* and *The 8th Habit*

Building a Culture of Innovation:

The responsibility of building a culture that systematically anticipates future demands and seizes future opportunities



Clayton Christensen

professor, Harvard Business School; author, *The Innovator's Dilemma*

Motivating the Team:

The responsibility of creating an environment in which employees develop and achieve



Patrick Lencioni

author, *The Five Dysfunctions of a Team* and *The Five Temptations of a CEO*

Producing Results:

The responsibility of setting goals, monitoring progress, and driving flawless execution to achieve results in a competitive world



Ben Jenkins



Tony Schwartz

president of the general bank, Wachovia Corporation

co-author, *The Power of Full Engagement*

For latest program updates for GILD, visit our web site at www.linkageinc.com/gild

“Experience an epiphany every day about who you are, how much value surrounds you in the people you work with, and how much more you can achieve.”

John Parkinson, senior scientist, Berlex, Inc.



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LEADERSHIP COMPETENCY DEVELOPMENT

The Leadership Competencies represent the foundation of the High Impact Leadership Model™. They are ingrained mental, physical, social, and emotional behaviors that have been formed and reformed over the span of a lifetime. During your GILD experience, you will be exposed to learning sessions led by world-renowned teachers and leaders that provide fuel and guidance for accelerated transformation of these competencies.

Focused Drive:

The capability of focusing on a goal and harnessing your energy in order to meet that goal—a balance between focus and drive



“Survivor of the Andes” as depicted in the book and movie, *Alive*

Nando Parrado

Emotional Intelligence:

The capability of understanding and mastering your emotions (and those of others) in a way that instills confidence—a balance between perception and emotional maturity



leading expert on Emotional Intelligence; featured in *Harvard Business Review*

Bruce Cryer

Trusted Influence:

The capability of evoking trust from others and placing trust in others to enable them to succeed—a balance between commitment and empowerment



former president of Ireland; *Time* magazine 100 most influential people in the world

Mary Robinson

Conceptual Thinking:

The capability of conceiving and selecting innovative strategies and ideas for your organization—a balance between innovation and big picture thinking



author, *The Tipping Point* and *Blink!*

Malcolm Gladwell

Systems Thinking:

The capability of connecting processes, events, and structures—a balance between process orientation and mental discipline



conductor, Stamford Symphony

Roger Nierenberg

“Real-world speakers talking about real-life experiences.”

Daryl Jespersen,
CEO, RE/MAX
International



“Excellent! Very high ROI. Professionally and efficiently managed.”

David Keller, vice president, business management, TSMC, North America

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LEADERSHIP SKILL-BUILDING WORKSHOPS

While the leadership responsibilities and competencies of the High Impact Leadership Model™ are applicable to leaders at all levels, our research demonstrates that the most critical skills for leadership effectiveness vary depending on a leader's level. For this reason GILD offers two paths for skill development: The Emerging Leader Program and The Senior Leader Program.

EMERGING LEADER SKILLS

Decision Making:

Using empowering processes to drive decisions and take action



Nina Coil

senior Linkage consultant; expert executive coach and trainer

Relationship Building:

Understanding the components of emotional intelligence and interpersonal effectiveness that help you build the long-term networks you need



Bruce Cryer

leading expert on Emotional Intelligence; featured in *Harvard Business Review*

Team Leadership:

Inspiring and driving a team to go beyond the expected



Greg Zlevor

founder and president, Westwood International

Personal Productivity:*

Managing yourself and your priorities to take on additional challenges and be successful at the next level



Tony Schwartz

co-author, *The Power of Full Engagement*

Coaching and Mentoring:*

The skill of mastering a comfortable coaching style and using it strategically to improve performance



Marshall Goldsmith

rated as one of the top 10 coaches by *The Wall Street Journal*

* skill session is for both emerging and senior leaders

“The amount of knowledge is tremendous and is presented in a manner that makes it easy to take back and implement.”

Jana Etheridge,
manager, American Express

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“GILD maintains a high level of intensity, immersion, broad and deep exposure to historical truths and innovative future ideas. It’s difficult—or impossible—to describe its full impact to anyone who hasn’t attended.”

Rebecca Everett, training manager, Clark Security Products



LEADERSHIP SKILL-BUILDING WORKSHOPS (CONTINUED)

Both programs consist of five interactive workshops designed to meet the needs of emerging and/or senior leaders, and they provide access to the best-of-the-best instructors on each leadership skill. Practical and hands-on, each program provides instruction, simulations, practice and tools.

SENIOR LEADER SKILLS

Strategic Thinking:

Using powerful frameworks and approaches for diagnosing and anticipating competitive threats, and taking action on the strategic concerns of your organization



Michael Porter

professor, Harvard Business School; author, *Competitive Advantage*

Communication:

Communicating and relating to a broad range of people internally and externally



Phil Harkins

co-chair of GILD; author of best-selling *Everybody Wins*

Leading Change:

Understanding and using the most effective tools and processes to drive needed change



David Ulrich

professor of business, University of Michigan; ranked #1 executive educator in *Business Week*

Coaching and Mentoring:*

The skill of mastering a comfortable coaching style and using it strategically to improve performance



Marshall Goldsmith

rated as one of the top 10 coaches by *The Wall Street Journal*

Personal Productivity:*

Managing yourself and your priorities to take on additional challenges and be successful at the next level



Tony Schwartz

co-author, *The Power of Full Engagement*

“So many seeds have been planted...I will be cultivating for years to come. The caliber of the faculty exceeded any I have experienced.”

Candia Laughlin,
manager,
University of Michigan

* skill session is for both emerging and senior leaders



“ This was, without a doubt, the best leadership program I have ever attended. In addition to practical discussions, the speakers were outstanding in inspiring all the participants in the program to a higher and more meaningful level of leadership commitment. ”

Mary McLaren, director general HR branch, National Research Council of Canada

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LESSONS IN LEADERSHIP

In addition to the Leadership Competency, Responsibility, and Skill sessions, you will have the chance to engage in “Lessons in Leadership” sessions that feature special individuals who have earned distinction as exceptional leaders. These corporate, social, and political leaders have overcome significant challenges, introduced innovative strategies, toppled outdated or crooked institutions, and have made an immeasurable impact on the world as we know it today and as our children will find it tomorrow.



Story told in *Hotel Rwanda*

Paul **Rusesabagina**

In April 1994, Paul was the acting manager of the Mille Collines Hotel perched on a hillside in the heart of Rwanda’s rambling capital Kigali. As ethnic Hutus began killing their Tutsi neighbors, Rusesabagina—a Hutu married to a Tutsi woman—turned his hotel into an impromptu refugee camp for more than a thousand terrified Tutsis and moderate Hutus.

Over the course of 100 days, almost one million people were killed in Rwanda. Deserted by international peacekeepers and armed with little more than a persuasive tongue, a drink cabinet, and a fax machine, Paul kept the bloodthirsty militia outside the gates during the entire hundred days of slaughter. In the end, he survived along with his wife and three children, as did most of the refugees he sheltered.

From that time to date, Rusesabagina has worked as a businessman and owns a transport company. He is also still involved in charitable organizations aiding survivors of the Rwandan tragedy and is in the process of setting up a foundation in his name for further assistance.



Warren Bennis Award for Leadership Excellence

Rajaa **Khuzai**

Dr. Rajaa Habib Khuzai serves on the interim Iraqi National Assembly and was one of three women on the former Iraqi Governing Council. Previously, she studied and lived in the United Kingdom from the late 1960s until 1977 when she returned to Iraq to become the first female physician in her hometown of Diwaniyah in the Euphrates. When Dr. Khuzai was made director of the maternity hospital in Iraq in 1990, she was the first female in Iraq to be made a director of a hospital.

In 1991, Diwaniyah was bombed by the Iraqi National Guard. During the conflict, Khuzai was forced to perform 22 caesareans without electricity or an anesthetic. Fourteen years later, Dr. Khuzai has become a political force in the shaping of the new Iraq.

Mother of seven, founder of the Iraqi Widow’s Foundation, member of the Iraqi National Assembly, and a passionate and powerful voice for family and women’s rights, Dr. Khuzai says, “If you think only of yourself, you will not help others. Your people deserve whatever you can do for them.” We are honored to hear from Dr. Khuzai and to present her with the **Warren Bennis Award for Leadership Excellence**.



Warren Bennis Award for Leadership Excellence

Phil **Swift**

Phil Swift, one of the founders, previously president and CEO and now, co-chairman of ARC Financial Corporation, is a great example of true leadership character. He is regarded as a leading oil and gas investment expert, has extensive equity investment, corporate advisory and corporate board experience, and a co-author of a soon to be published book titled *Why Lead?* which explores issues of meaning and purpose in leadership.

In addition, Mr. Swift has been very involved in community, foundation, and philanthropic activities locally, as well as overseas. He has played a significant role in the creation of key infrastructure projects in one of the poorest regions of southern India including the building of a hospital, school, and Seva Hall to feed the needy.

In recognition of his entrepreneurial leadership success and his commitment to sharing and giving back, we are honored to present Mr. Swift with the **Warren Bennis Award for Leadership Excellence** and to learn from him as he addresses the topic *Why Lead and Giving Back*.

“ Linkage, Inc. continues to be the benchmark in leadership programs. Best planning, best program, best speakers, best support. ”

Robert Kee,
director
Gerdau Ameristeel

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“ It truly has been life changing at the most fundamental level. I was blessed to have had this opportunity. I can’t wait to live the change. ”

Kathy Martin, human resource executive director, Ivy Tech State



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CHANNELS FOR CONTINUOUS LEARNING AND IMPROVEMENT

To help alumni continue their development following the program, GILD offers several tools and resources that you can use to keep growing as a leader:

1. The GILD online leadership resource center

An online collection of articles, book recommendations, interviews, and other leadership resources that are available for your reference and use as a member of the GILD alumni network.

2. Extended coaching contracts with your GILD Executive Coach

You may choose to continue your coaching program after the week ends in order to ensure the achievement of your long- and short-term development goals. You can negotiate this directly with your GILD coach anytime, either onsite or after GILD (additional costs apply).

3. The Excellence in Management and Leadership Series

This valuable tool (1) enables you to continue learning from GILD faculty at regular intervals throughout the year and (2) connects leaders and high-potentials who could not attend GILD with low-cost, high quality leadership development programs.

Now in its sixth year, GILD's *Excellence in Management & Leadership Series* provides you with access to today's top leaders and leadership development thinkers via satellite, video-conference and/or the web. By participating in this series, you and your organization will:

- Continue to learn from GILD's world-class faculty in a convenient 90-minute, live and highly interactive format that maximizes your time and monetary investment.
- Build a common understanding for leaders at all levels about what distinguishes exceptional leaders from average leaders.
- Maximize your limited education and development budget by eliminating travel and lodging expenses for large groups of participants.
- Substantially increase the probability that large-scale organizational change will occur by expanding the number of leaders involved in the leadership development experience while providing them with a common context.

For a sample demo of one our previous presenters, visit www.linkageinc.com/broadcast-sample.htm



“ Recently we have experienced the success of sending teams of managers who now share similar knowledge and understanding of the key behavioral competencies called for in tomorrow’s leader...GILD has proven to be a wise investment in NRC’s leaders of the future. ”

Louis Seguin, manager, National Research Council of Canada

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CUSTOMIZED OFFSITE RETREAT (OPTIONAL)

GILD offers the perfect opportunity to hold an off-site strategic planning, team building, action learning, and/or executive retreat. The combination of leadership and team assessment tools, world-class faculty, expert facilitators and coaches at a highly affordable price and ideal location produces dramatic results.

Consider these past examples (additional examples and customer referrals available upon request):

- CASE STUDY 1** ▶ • The CEO, CFO, head of marketing and sales, and SVP of HR from a Canadian consumer products company came to GILD specifically to redefine the company’s mission, vision, and operating principles and to rediscover their competitive advantage in the marketplace. During GILD, they participated in targeted learning sessions, which generated new ideas and perspectives. In addition, they met frequently with their GILD facilitator and worked expediently through an Agenda For Change process. The GILD retreat experience produced exciting breakthroughs in the business strategy, a blueprint for change, and a renewed commitment at the top to their organization’s future goals and objectives.
- CASE STUDY 2** ▶ • A *Fortune 15* pharmaceutical and distribution supply company came to GILD to strengthen their IT senior leadership team. They used a customized GILD retreat to confront the issues of disaster recovery, driving innovation, reducing costs through insourcing and outsourcing, and working together as a team. The team created a new organizational framework for driving IT’s strategy, processes, systems, and leadership. They also developed a major proposal for reducing service delivery costs to the businesses by 10%. Overall, the team came together with a defined code of conduct and a greater connection as an operational team.
- CASE STUDY 3** ▶ • Each year a major university health system sends 10 cross-functional leaders to participate in a customized GILD Action Learning process. Over the past five years, over 50 leaders have tackled critical business challenges through the GILD Action Learning process. These annual Action Learning Teams have transformed their health systems culture and produced the highest return on investment of any leadership development program.

Customize GILD to meet your team or organization’s specific offsite retreat and leadership development needs:

- Strategic Planning and Implementation Retreat
- Team Building and Development Retreat
- Culture Change Retreat
- Creativity and Innovation Retreat
- Leadership Team Retreat
- Board of Directors Retreat
- Sales Leadership Retreat
- Action Learning Leadership Development
- High-Potential Leadership Development

Plus!

COMPLIMENTARY

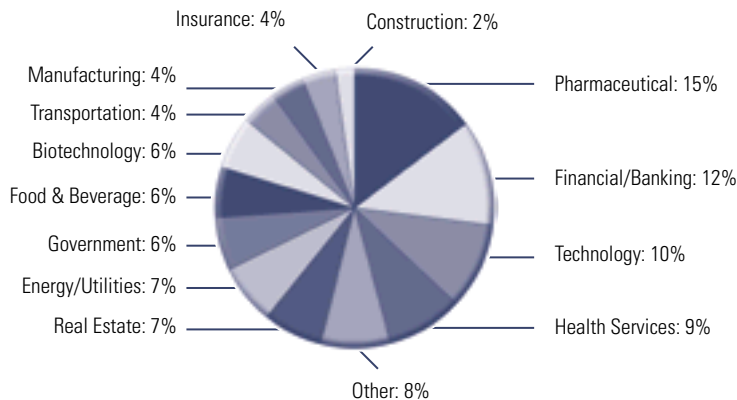
GILD enrollment for offsite retreat facilitator!
Call **781.402.5555** for more details.

Are you interested and qualified to facilitate your team’s GILD retreat? Call **781.402.5555** for more details.

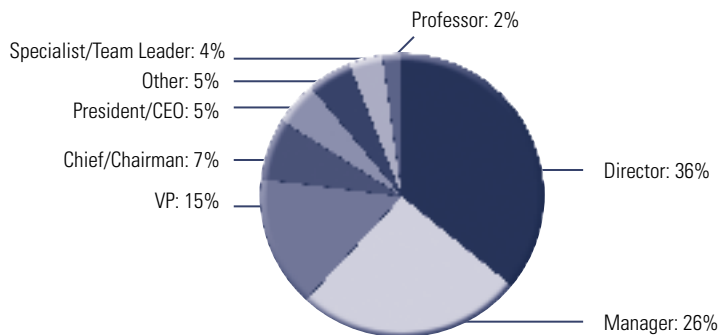
For latest program updates for GILD, visit our web site at www.linkageinc.com/gild

the gild participant

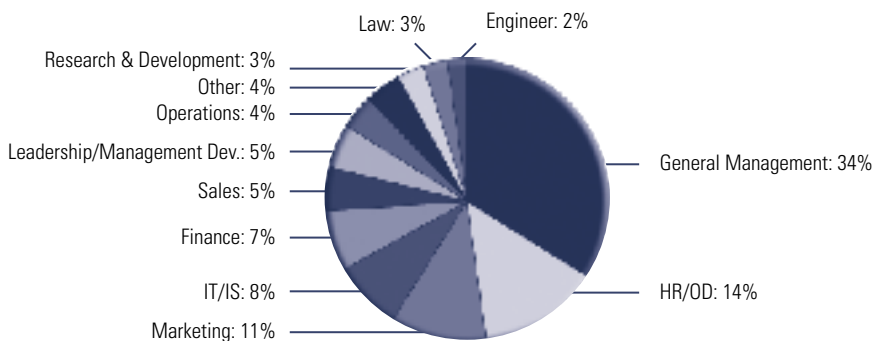
Participant Industries Represented at GILD 2004



Participant by Job Titles Represented at GILD 2004



Participant Job Functions Represented at GILD 2004



PARTIAL CLIENT LIST

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PRESENTS

THE
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experience for leaders and
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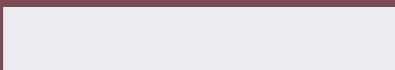
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PRIORITY CODE:



ENROLLMENT FORM

Please reserve _____ seat(s) at **The Global Institute for Leadership Development**, in accordance with the following schedule:

Early Enrollment: Before July 1, 2005

- \$4695 per person for **1-3** people per organization
 \$4395 per person for **4+** people per organization

Standard Enrollment: After July 1, 2005

- \$4995 per person for **1-3** people per organization
 \$4695 per person for **4+** people per organization

GILD Alumni Enrollment (only applies to actual person who attended GILD in past)

- \$3495 per person

Enrollment fees do not include travel, hotel accommodations, or the team dinner on Monday night. Only one discount may be applied per enrollment.

Please photocopy this form to enroll additional colleagues. All enrollments must be received together to receive team discounts.

NAME OF ENROLLMENT COORDINATOR

 PRIORITY CODE (LOCATED ON THE BACK COVER OF BROCHURE)

NAME OF PARTICIPANT

PARTICIPANT TITLE

COMPANY

ADDRESS

CITY/STATE/ZIP

PHONE

FAX

EMAIL (many program updates and features are sent through email)

Payment Method (Payment is due before the start of the Institute)

Check is enclosed for \$ _____. Please make checks payable to Linkage, Inc. and remit to Linkage, Inc., ATTN: Accounts Receivable, 16 New England Executive Park, Suite 205, Burlington, MA 01803.

Please hold my credit card information, a check for \$ _____ will follow. (This option only available until August 26, 2005)

Credit card payment for \$ _____.

- VISA MasterCard American Express Discover Diner's Club

CARD NUMBER

EXPIRATION DATE

NAME ON CARD

SIGNATURE

Payment Policy: Full tuition must be received in U.S. funds no later than August 26, 2005. If you are paying by check, a credit card hold will be required and is processed only if we have not received payment by August 26, 2005. Please make checks payable to Linkage, Inc. and remit to Linkage, Inc., ATTN: Accounts Receivable, 16 New England Executive Park, Suite 205, Burlington, MA 01803. Only one discount can be made per reservation.

Cancellation Policy: All cancellations must be received in writing. A \$250 cancellation fee will be charged for all cancellations received on or before August 4, 2005. After this date, all enrollments, including 'no shows' are subject to the full Institute fee. An organization may substitute one executive for another at any time.

enrollment and logistics

▶ RESERVE YOUR SEAT(S)

You may enroll by contacting Linkage via:

- telephone: **781.402.5555**
- web: **<http://www.linkageinc.com/gild/>**
- fax: **781.402.5556**

We encourage early enrollment given your participation in the pre-GILD LAI™ assessment.

▶ TRAVEL AND LODGING

The 2005 Global Institute for Leadership Development is being held Sept. 18 – 23, 2005 at:

SAN DIEGO MARRIOTT HOTEL & MARINA

333 West Harbor Drive
San Diego, California 92101 USA
Phone 619.234.1500
Fax 619.234.8678

Linkage is holding a limited block of rooms at a specially reduced rate until August 28, 2005. When reserving your room, be sure to mention the code "LINKAGE" to receive this reduced room rate.

▶ TUITION

Tuition covers all program materials, assessment feedback, and entrance into all Institute offerings. Breakfast and lunch is served daily in addition to several (but not all) evening receptions and dinners. Tuition does not include travel, hotel accommodations, or the Learning Team Dinner on Day 2. Linkage offers a variety of tuition options based on when you enroll:

- **1 – 3 Participants:** \$4,695 until July 1, 2005 (\$4,995 per person after July 1, 2005)
- **4 or more Participants:** \$4,395 until July 1, 2005 (\$4,695 per person after July 1, 2005)
- **GILD Alumni:** \$3,495

