



The Collaborative Leadership Imperative

This document describes the Vision, Purpose, Thought Leadership, Priorities, and Rationale of the Leadership Institute. It is designed to complement the companion Business Plan that addresses the strategy and functional structure, including financial projections.

Robert Porter Lynch & Christine Adamow, Co-Founders, July 2016

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Collaborative Leadership Imperative

WHY?

Leadership is the Most Critical Factor in Producing Results

Of all the factors that influence outcomes, leadership stands at the pinnacle; no other factor provides the leverage and nexus to have such an impact and make a difference in success or failure, or cooperation or conflict.

Today's world is changing at a bewildering pace. In no other period in the history of human events (with the exception of wartime) have we encountered so much change so fast, with so much inter-connectivity.

If you are happy with the outcomes the world is producing today, then stop reading any further; but if you believe we could (and should) be producing better results in both business and government today, then read on.....

Leadership is extremely important and vital today: times of change can become chaotic and regressive when poor leadership prevails, and, alternatively, enlightening and progressive in the presence of inspiring leaders.



Questions We Must Ask:

The Collaborative Leadership Institute addresses key issues of our times and in the times ahead:

- *What kind of leadership will be most likely to succeed under these volatile conditions?*
- *What is the nature of the challenge leaders face — today and into the future?*
- *How should we prepare leaders to understand and carry out their roles and responsibilities?*
- *Why has leadership been so difficult to train and what can be done to improve our fate?*

What Type of Leadership is Required?

Collaborative Leadership is Essential

In today's inter-connected world, fully 85% of all employees are working in teams, cross-boundary relationships, or strategic alliances.

Thus, for today's organizations, *Collaborative Leadership* is an *essential configuration*.

For the most part, other forms of leadership, when applied to complexity, change, and connectedness, are misguided, dysfunctional, or obsolete. *Adversarial*, *Transactional*, and *Hierarchical* Leadership approaches are simply outmoded or not effective in much of today's world, because these neither take advantage of the power of teamwork to produce quality results and nor engage collaborative innovation necessary for rapid adaptation.¹

For all-too-many leaders, the constructs of leadership are *ill-defined*, *ambiguous*, and *muddled*.

¹ Note: There are times when Collaborative Leadership is not appropriate, such as in states of emergency when no planning time is available, or rudimentary "cookie cutter" tasks, or when uneducated or inexperienced people need training, or when a "simple transaction" is all that's needed for success.

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Positioning Statement

For senior organizational leaders who face intense global competition and increasing pressure for growth in a complex and fast-changing environment, we provide Leadership Capability Building that is appropriate for today's complex, inter-connected. For youth leaders, the Institute's methodology is designed to energize and inspire.

We aim at producing leaders, young and mature, that produce extraordinary results:

for Senior Leaders:

- Ethically sound and sustainable,
- Build strong organizations that can adapt,
- Engage employees, customers, and suppliers in the creation of new value,
- Produce innovation across the entire value chain,
- Capable of generation of new wealth, and value
- Laden with a deep level of personal meaning coupled with a renewed sense of purpose.

For Youth Leaders:

- Strong sense of Mission and Purpose
- Capable of Responding Positively to Adversity
- Willing to take Responsibility for their Lives
- Turn Problems into Opportunities
- Build Trustworthy Personal Relationships
- Become strong role models and excellent parents
- Be helpful friends
- Have standards of Excellence that will improve over the years

Our comprehensive approach to Collaborative Leadership is composed of key:

- strategies,
- systems,
- frameworks ,
- solutions,
- best practices
- mindsets
- skill sets
- diagnostic tools.

that have been thoroughly tested and strongly endorsed in the crucible of action.

Based on years of experience in the field and having conducted Executive Capability Building sessions, we have concluded that great leadership can be both an intuitive trait and can be developed within inherently good people – it is an art and science that can be practiced and applied with highly predictable results.

Our Executive Teaching Staff delivers via a model that pairs a dynamic Thought Leaders with an Experienced Senior Practitioners, producing a complete package of wisdom, insight, tested methods and practical solutions.



So many leadership programs fail to produce the anticipated results because one single executive attends a program, then, when reentering, they face a corporate “immunal rejection” as the old corporate cultural DNA experiences the introduction of new ideas as a “foreign body.” Then, frustrated, the leader becomes frustrated and leaves for greener pastures.

We strongly encourage every organization to send teams, or even bring customer and suppliers, to enable a critical mass of internal leaders to co-develop plans that will be easily assimilated into action.

Purpose of the Collaborative Leadership Institute

To build extraordinary capabilities in today's and tomorrow's leaders and their leadership teams to enable them to:

- *Inspire and bring out the best in others*
- *Model Excellence for Rising Leaders*
- *Align their Organizations on Strong Vision and Values*
- *Be Trusted Leaders and develop a Trusted Culture*
- *Create High Performance Teams that...*
- *Produce Remarkable, Repeatable, Consistent Results.*
- *Produce Financially sound and mutually beneficial to all stakeholders*
- *Be Agile and Resilient, Adapting to Change with Proactive Innovation, continually evolving new value and competitive advantage over the long term.*



During the evolution of the institute, as we will build a critical mass of present and future trusted leaders, and in conjunction with other similarly minded institutions, we intend to build a better world for future generations.

We are dedicated to the universal adoption of the core “design architectures,”² skills, and mindsets/ philosophies of collaborative innovation to think, create and work together producing results far beyond what has heretofore been possible.

We have established an affiliate in the United Kingdom, and expect to make an announcement of our Canadian affiliate in mid-September, 2016. Other international affiliates will be established in the future



² Note: We believe that embedded within every complex human and organization situation ultimately there is a discernible “design” – a “core systems architecture/frameworks” -- from which one can discern the system's fundamental dynamics, its principles of interaction, the best practices, key diagnostic indicators, and major breakdown points, etc. Once these are revealed, they can be applied to real world problems.

Mission

- To build a global center of excellence for trust-based, collaborative leaders starting with pre-college students, extending to the executive suite of global enterprises;
- To re-wire thinking around the concept that effective Leadership in the 21st Century requires a new approach which includes collaboration, innovation, trust-based action, and strategic vision;
- To bring new, highly effective collaboration strategy to the art and science of leadership; and
- To provide advanced skills and leadership tools to manage to full success in today's complex, global, networked world

For those leaders with either: natural leadership skills, good character, or positioned as leaders, we can significantly improve their capabilities to produce top-notch results. It is our intent:

- To improve personal, professional, and institutional performance by our proprietary collaborative leadership “system” that addresses four key “alignments/ dimensions:”
 1. **Strategy:** Mission, Vision, Value Maximization, Competitive Advantage
 2. **Culture** of Collaboration, Leadership Character, Trust & Teamwork
 3. **Operational** Execution & Excellence, Producing Concrete Results
 4. **Dynamic Realignment:** Adapting to Changing Conditions, Innovating, Regenerating



Leadership Programs Outcomes

The Institute will attract and work with both present and future leaders that are committed to achieving exceptional results, which will manifest by their ability to:

- Inspire and Motivate others to attain their Highest Potential
- Be a Trusted Leader that Maximizes Human Capital
- Create High Performance Teams and Alliances
- Execute on the Planning and Design of Complex Projects
- Transform Vision into Value, Generating Competitive Advantage
- Respond to Adversity and Adapt to Change with Continuous Innovation
- Build Great Sustainable Organizations that Attract and Retain the Best People

Our Value Proposition

The Institute will provide tools to make a positive difference in the world through trust-based Leadership across all industries, disciplines, groups, and stakeholders by 2025.

We will create an international community of collaborative leaders who will make a positive impact on the world today and into the future.

Based on our experience, we've found that 85% of corporations can gain major advantages using our proprietary breakthrough frameworks, trust-based programs, and benchmarked best practices. Members of the Institute who graduate with a Certificate in Collaborative Leadership will achieve a 25-30% competitive advantage in their respective operating environment, as demonstrated by post program review, within 5 years of graduation.

Executive Leaders engaging the Institute's programs can expect to:

- **Create sustainable competitive advantage: 25-30% increases in innovation flow, teamwork outputs, and profits in the typical company that uses our methods.**
- **Apply the ideas, strategies, and methods immediately, producing measurable results within months that provide at least a 4 to 1 return on investment.**
- **Communicate strategies, objectives, and methods to their stakeholders that creates trust, alignment, and high performance, producing exceptional results .**
- **Create an organizational culture that sustains success.**
- **Produce dramatic change in how economic performance is achieved, valued is maximized and subsequently measured and rewarded that exceeds the norm by a wide margin**

What Makes Us Truly Unique

Leading is Very Different from Managing

We believe the current forms of leadership, especially those taught in business schools, have placed most of their emphasis on "managing," not "leading." Especially for MBAs, typically graduating in their mid-twenties, this has resulted in producing too many entry-level "managers" who have a muddled view of their role when they rise to more senior levels.

In simple terms, managers tend to maintain stability, seeking efficiency, while minimizing risk.

On the other hand, the leader's quest must be continuous improvement, adaptation to change, innovation, integration across organizational boundaries, and generating competitive advantage, while building high performance teams that take advantage of the collective skills and insights of the people in the organization.

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The Institute is made up of people who are not content with producing more managers – that’s very well documented, something a century of business schools have mastered. We are not willing to see organizations fall into the abyss of mediocrity. We know there are better ways to produce world-class leaders that are suited for the conditions we face in today’s inter-connected world of complexity and change.

We address Leadership differently from most business schools:

Integrated Approach

Because of the independent departmental structure of business schools, there is seldom any integration, alignment, or unity of strategy regarding leadership. This fragmentation prevents one course to be successfully linked to another. Nor is there a coherent framework for understanding human behavior, which drives business schools into the realm of “managing things and processes,” not “leading people and teams,” which is so vital in today’s world.



Thus, too often students leave business school with a muddled view of leadership, thinking of it a bizarre concoction of management skills: the *adversarial* strategies of Genghis Khan, *authoritarian* command of John Wayne, *transactional* Wall Street deal-making, and the aphorisms sports coaches. In this confusion, the essence and core of great leadership gets lost.

Four Drives of Human Behavior



A key underpinning of the Institute is the powerful 4-Drive framework of human behavior developed by Professor Paul R. Lawrence of Harvard Business School, and refined by colleague Robert Porter Lynch into a highly useful model for trust-building in teams and alliances. The four drives: *Acquire*, *Bond*, *Create*, and *Defend* (A, B, C, D) are easy to understand and use. These Four Drives have a strong basis in brain chemistry and enable us to explain how leaders build character and develop trust.

“Character becomes Destiny” -- Heraclitus (500 BC)

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Character is the Basis of Great Leaders

Without strong character, leaders will imbue their organizations with the wrong values, warped belief systems, ineffective rewards, and a muddled culture that will produce mediocre results at best. Great leaders are imbued with good *character*: a person's distinctive traits, qualities, and behaviors that embrace the realms of:

- Values & Moral Choices
- Beliefs & Attitudes
- Purpose & Direction
- Trustworthiness & Respect (caring),
- Habits & Commitments,
- Responses to Challenges



When these qualities are developed, honed, and then aligned, balanced, and integrated, leaders become highly effective. It is our aim to build leaders with character that are able to create organizational cultures that are productive, innovative, and retain excellent people.

***Character is to a Leader as Culture is to an Organization;
a Leader's character will soon manifest as the underlying organizational culture
that will impact every dimension of personal and team performance.***

A leader's character will manifest as the organization's culture – good or bad; the culture will determine performance. Studies show that about 2/3 (or more) of all human behavior is determined by organizational "culture" than any other factor; the other 1/3 is determined by personality and past experience. Organizational culture is comprised of the belief systems, vision, values, operating norms, measures, rewards, and punishments embedded in the way things are done. Leaders generate culture – primarily from their own character. Good character produces good culture which produces good results, and poor character thus produces poor results.

Trust is Essential to Leadership

Without a strong foundation of trust, leaders are not capable of triggering the collaborative energy that creates high performance teams, nor are leaders able to empower the collaborative innovation that enables rapid adaptation to change.

Our highly acclaimed "trust architecture" is the basis for high performance teamwork, collaborative innovation, and trusted leadership.

Trust determines

***the Course of History,
the Destiny of Nations, and
the Fate of People.***

Paul R. Lawrence

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Leadership as a Four-Dimensional System

In our integrated leadership approach, we believe that great leadership involves the four key “alignments:”

- 1) strategy and vision that underpins mission and purpose,
- 2) character and culture that builds trust and teamwork,
- 3) operational excellence that comes from coordination across functions, and
- 4) rapid innovation and adaptation to change and competitive incursions.

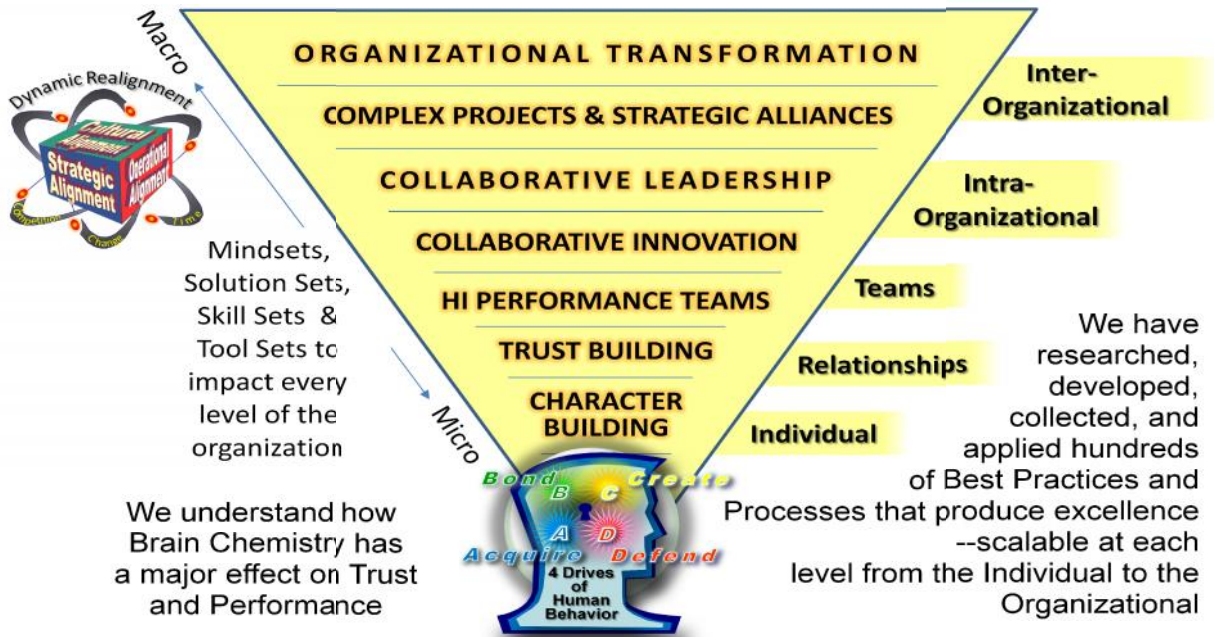


Leaders are constantly faced with aligning, balancing, and integrating these four dimensions. All our programs focus on some aspect of these four alignments.

Integrated Framework

What gives real power to our approach is how our “core architectures” have been arrayed to span from “internal factors” at the individual level (such as brain chemistry and character development) and then scale increasingly larger: to relationships, trust, teamwork, collaborative innovation, complex projects, alliances, organizational transformation and value networks.

Collaborative Competencies & Critical Architectures



Leadership Training is not just in the Head

Re recognize that much of leadership training cannot be done solely as an academic exercise, because it can only be exercised in the heat of a real challenge – in the crucible of action and the tension of emotions.

For this reason, we do not rely heavily on case studies, but instead use the *pressure cooker of real life situations, simulations, and interactive games*, many which will need to be developed.

Structure of the Institute

The Institute is an international affiliation of leaders who will make a positive difference in the world today and into the future through a collaborative, trust-based method of managing complexity.

Our Collaborative Leadership Institute is to be composed of six functional areas:



1. Learning Center

The Leadership Learning Center is where the Youth Leadership Training and Executive Capability Building will occur. In many cases these functions will be held outside of Naples – we will take programs to the people whenever necessary,

Executive Leadership

Existing leaders face many crises today. With the retirement of so many baby boomers from the work force (over 10,000 baby boomers file for retirement social security every day!), being able to develop new (and better) leaders is essential. The American Management Association’s survey of corporate executives on the adequacy of “critical skills” among their workforces shows some very disturbing results that must be addressed by the private, not-for-profit, and public sector:

<u>Critical Skills (prioritized)</u>	<u>Proficiency Rankings</u>
1. Communications	51.4% rank as only average
2. Collaboration	42% rank average
3. Critical Thinking	46.9% rank average
4. Innovation	46.9% rank average

Executives believe it is easier to develop these skills in students (58.6%) than it is to develop them in experienced workers (28.8%). Plus, they identified their skill delivery platforms, in order of preference, as:

1. One-on-one mentoring,
(note: developing mentors is another leadership capability building function.)
2. Professional development training.
3. In-house training.
4. Job rotation.

Organizations that don’t take action now are at risk of unstable executive leadership, downward business and profitability consequences.

During the next few years, as we become established, we expect to present scores of programs that address all aspects of leadership, including programs on topics such as:

- *Trusted to Lead*
- *Collaborative Innovation*
- *High Performance Teamwork & Alliances*
- *Value Maximization & Value Networks*
- *Collaborative Capitalism*
- *The Turnaround Strategy*
- *Mentoring as a Leadership Skill*
- *Collaborative Negotiations*
- *Collaborative Strategies*
- *Collaborative Entrepreneurship*
- *Leading without Authority*
- *And Many More!*

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Vision for Youth Leadership

Today, our youth is faced with unprecedented challenges stresses. Just looks at the terrible problems of violence in schools, high school dropout rates, escalating suicide rates, drug abuse, and teenage pregnancies. All too often youth lack good role models and mentors that were available to earlier generations.

Our Youth Leadership Development envisions youth who are equipped to handle these challenges first: by being able to lead themselves, and second: to help guide others, especially to be responsible friends mothers and fathers, and engage in their work and community in a healthy and productive manner.

We are designing programs to help build character in the next generation. We believe that a simple and straight forward approach is most important (complexity just makes problems more difficult for youth to wrap their heads around.)

We see four key building blocks to developing the inner character that forms a young person's "guidance system:"

1. Mission & Purpose in their lives to give direction and meaning to life itself
2. Positive Response to Adversity to enable them to rebound from difficulty
3. Life Long Learning to enable continual refinement to personal values & understanding
4. Building a world they can Trust by internal integrity and selection of the right friends



2. Leadership Alliances

One of the strong core competencies of the Collaborative Leadership Institute is our ability to create global alliances – in fact we pioneered the field. By linking up with other organizations that have specific capabilities, we can share and expand the movement to produce trusted leaders. Currently we are establishing alliances and partnering arrangement across America, Canada, and the United Kingdom.

3. Collaborative Research

The Institute's Applied Research initiative will search for innovations, best practices, and comb through research studies world-wide, applying new learning to enable state of the art capability building to all members of the Institute.

We are currently forming alliances with several of the world's best research centers to gather useful data that will guide both the development of programs and provide guidance to leaders for effective, practical decision-making.

Because leadership development and character building requires very interactive real-life engagement to augment knowledge-based learning, games and simulations are a vital

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component of success. A sophisticated set of software “games” and simulations will be designed that demonstrate key leadership behaviors and exemplary character.

The Institute will serve as “systems integrator” to bring together the wide variety of specialists, such as designers, animators, subject matter experts, software engineers and internet promoters to construct and market the game software. We estimate Leadership & Character Building “game” budget at close to \$1M and 12-16 month development cycle.

One critical aspect of applied research is to use the data to construct workshops, simulations and games that enable leaders engage in a simulated “crucible of action” to test the application of leadership frameworks quickly and accurately.

4. Global Thought Leadership

We will bring together Thought Leaders from around the world to act as both:

- Faculty in our Learning Center and
- Intellectual Property Contributors for new, creative, updated sources of ideas and practical methods for to collaborative leadership.

Programs & Workshops

During his career Mr. Lynch, has presented programs to senior managers in North America, Europe, and Asia. Numerous workshops in Leadership, Championing Change, Strategic Alliances, Collaborative Innovation, Team building, Negotiations, Trust, Supply Chain Management, and Building High Performance Cultures. These programs are being donated to the Institute and rebranded with the Institute’s brand, and are currently available with little or no modification. They cover issues such as:



- Value is the Most Critical Element in Competitive Advantage, but Misunderstood
- Great Leaders Build Trust that Unleashes Human Energy
- High Performance Teamwork Requires High Trust
- The Companion Workshop for ASAP Best Practices Guidebook
- Form and Launch a New Alliance Quickly the Right Way
- Alliances Need Revitalization as Conditions Change
- Leading an Alliance Requires Unique Skills
- High Performance Measures & Assess the Vitality of Teams and Alliances
- How Trust can Create Enormous Economic Impacts
- Collaborative Innovation Succeeds Only with Trust
- Building Trust & Innovation into Negotiations is Essential
- Great Value Propositions Align, Unite, and Empower
- Double the Innovation Flow from your Supply Chain

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Scheduled books

Our Publications initiative will bring a fully integrated system of thinking and organizational transformation to leaders. Fourteen Manuscripts are currently in advanced stages of writing:

Trusted to Lead Series

- CEO Handbook – Power of Trust on Performance
- Building a Team You Can Trust – for Managers
- Economics of Trust – for CFOs
- TransAlignment – Building Collaboration across Boundaries
- Organizational Transformation & Turnarounds

Future of Capitalism Series

- Value Maximization (with Stephen Rogers)
- Collaborative Capitalism – Future Face of Capitalism
- Collaborative Entrepreneurship (2nd Edition)
- Collaborative Construction (with George Jergeas)

Generating Synergy for Young Leaders Series

- Champion Your Life – Rising to Adversity and Purpose
- Dynamic Differential Energy – the Nature of Co-Creation
- Building a World You Can Trust
- History’s Hidden Lessons – What You Didn’t Learn in School
- Destiny’s Dream – Finding Your Mission in Life

These books contain the core architectures that make the Leadership Institute unique, and can be used as the basis of either a program or to augment programs delivered. Each of these books will become licensed property of the Institute on a shared royalty basis. Our publications program will also provide an avenue for publishing the books of other authors that have produced excellent thought leadership in collaboration.



Games & Simulations

Because teaching leadership is more than a “head game,” but requires active engagement in the “crucible of action,” we are currently developing and designing games and simulations, and will be licensing these from others as appropriate to give those attending our programs a cutting edge.

5. International Leadership Network

Sharing ideas, experiences, developing value networks/alliances, and mutual exchange of opportunities is an important component of keeping members of the Institute linked together and to extend the value of their experience beyond the direct interaction with the Institute.

6. Global Leadership Roundtables

Direct applicability to real life problems and situations is the hallmark of a strong and vibrant organization. The Institute will be establishing an issues-focused series of round tables using Thought Leaders and Senior Executives (many retired and living in the Naples area) to help companies solve difficult problems in a wide variety of area.

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What We Believe

The team at the Collaborative Leadership Institute brings decades of operational experience, delivery of training programs, and thought leadership to bring proven best practices to bear on creating the breakthroughs that result in successful implementation of cross-functional and cross-boundary collaborations, teams, and alliances. This experience has taught us some important lessons:

- Because people support what they help to create, the design of a new system should always engage those who will be affected by the changes
- There are proven best practices for creating and maintaining alliances, and using them doubles or even triples the chances for success
- Four “Dimensional Imperatives” must be aligned, balanced, and integrated:
 - ✓ Strategic: *How do we create more competitive advantage and deliver more value? How do we align people on a common vision for the future?*
 - ✓ Cultural: *How do we capitalize on good character, build trust, and reinforce cross-boundary teamwork?*
 - ✓ Operational: *How do we create operational excellence? Produce more with less? Removing non-value added work, and speeding flow?*
 - ✓ Dynamic Adaptation: *Change is inevitable, innovate is essential to stay ahead; differentials in thinking drives innovation, but without the prior three imperatives, differences become dysfunctional, disruptive, and even destructive. What changes can we expect in the future, how do we ensure we will be innovating faster than the environment changes around us?*
- Between 80 and 90% of what you need to know already exists in your organization, but it can only be accessed in a high trust culture by collaborative leaders.
- There is a “design framework” behind every successful result, and once you understand the principles of alliance “architecture” you can translate learning from one organization to another

Expectations

What can your company expect to gain from the Collaborative Leadership Institute?
What will happen as a result of the Collaborative Leadership Program?

Rapid Success & High Performance:

Our advanced systems and methods assure that new initiatives will be tightly aligned with strategic objectives, and support smooth rollout and operations. With the help of our tested collaborative architecture and experienced coaching, your organization will have a

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substantially higher chance for long-term success, while minimizing the investment risk to do so, and our approach gets to your goal faster than traditional transactional and hierarchical approaches. Projects, large and small, will be consistently delivered on-time and on-budget.

Breakthroughs:

Because our frameworks start with character and trust-building, we are able to trigger a powerful collaborative innovation capacity in your teams that utilize people's "differences in thinking" as an "engine of innovation," enabling *breakthroughs* which then translate into new value, both internally and with customers and suppliers.

Mastery:

Your team will develop an *understanding of Collaborative Leadership best practices*, and receive supporting tools (checklists and other materials) that can be used again and again in creating more success.

Linking Strategy to Implementation Long Term Strategic Relationships:

Perhaps most importantly, our processes will enhance the level of trust among key team members, and will reinforce for all the importance of *mutual benefit, predictability, open communications*, etc. that too often are missing in organizations that falter.

Serendipity and the Law of Unintended Consequences

Everyone knows that every action we take has consequences; many times it's difficult to predict all the consequences in advance because of the multitude of responses that can come from all the different parts of a complex system of people and organizations. However, we do know that the chances of having positive unintended consequences are dramatically increased in high trust, collaborative systems run by leaders of good character; and vice versa.

Enthusiasm and Initiative

Expect to see some welcome responses to our Collaborative Leadership approach:

- *People and Business Units will become enthused and engaged*
- *Champions will Launch a Series of Highly Inspired Pilot Projects*
- *Collaborative Architecture and Best Practices will become imbedded in your organization's thinking and daily practices*
- *Higher Performance and New Innovations will begin showing up as:*
 - ✓ Revenues and Profits
 - ✓ Speed Improvements – things will happen faster
 - ✓ Teams working Together Synergistically
 - ✓ Business Units and Functional Teams Collaborating outside their "silos"
 - ✓ New collaborations and alliances being formed with Suppliers, Outsourcers, Distributors, Integrators, and Customers

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Our Inaugural Faculty

More to be added in the next few months

Youth & Entrepreneurship -- Christine Adamow

- Experienced Entrepreneur & Young Leader Trainer



Collaborative Strategies -- Robert Porter Lynch

- Thought Leader & Experienced Capability Builder



Trust's Impact on Profits – Joseph Scali

- Authority on Financial Systems



Collaborative Construction – George Jergeas

- Thought Leader in Large Scale Projects



Value Maximization -- Stephen Rogers

- Thought Leader in Value Chain Leadership



Turnaround Leadership – Robert Vanourek

- Thought Leader in Performance Excellence



Round Tables Solutions – Cassi Conrad

- Experienced Professional in Strategy



Trusted to Lead – Carson Beadle

- Experienced Professional in Leadership & Healthcare



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Dedication

Paul R. Lawrence put it most straightforwardly:

Trust determines

the *Course of History*,
the *Destiny of Nations*, and
the *Fate of People*.

Based on what we now know about human behavior, character development, culture, and leadership, we have the *capability* – for the first time in the course of human history – to create a bold new future and build a world that works.

However, having the *capability* is not enough; we need the *capacity*, the *courage*, and the *commitment* to take this vision to reality.



Paul R. Lawrence (1922-2011)
Professor of Organization Behavior,
Harvard Business School



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