



**BREGMAN**  
PARTNERS

## THE BREGMAN LEADERSHIP WEEK

### Overview

Led by Peter Bregman, and limited to approximately 20 participants, the Bregman Leadership Week is designed to transform you – both personally and professionally.

Like other leadership programs, the Bregman Leadership Week offers you opportunities to engage with cutting edge ideas and theories, interact with other senior leaders, and learn from faculty and each other.

Unlike other leadership programs, the Bregman Leadership Week takes you a step further. You will go deeply into the practices, experiences, and real life application of leadership. You won't just learn about communication, you'll do it, in the heat of the moment, when the pressure is on, and your emotions are on fire.

It's useful to have knowledge and ideas that can guide you as you articulate a vision, incite innovation, energize your organization, align your leadership team, and manage difficult interpersonal situations.

But that's not enough. Lack of knowledge and ideas isn't the main challenge leaders face. The true challenge of leadership is practical: When you're outside the classroom – when it matters – what do you do?

- Do you raise undiscussable issues in a way that others agree to address them?
- Do you connect with the people around you and inspire their commitment and action?
- Do you remain steadfast, grounded, and measured in the face of uncertainty?
- Do you respond productively to political opposition - maybe even bad-faith backstabbing - without getting sidetracked, distracted, or losing your focus?
- Do you stay in the discomfort of a colleague's anger without shutting off or becoming defensive?

Successful leadership is not primarily about what you know – it's about who you are and how you show up. It's about courage, empathy and influence. It's about risk taking, focus and confidence.



**BREGMAN**  
PARTNERS

## THE BREGMAN LEADERSHIP WEEK

### Who Should Come

While all leaders could benefit from this work, the week is designed for senior leaders - people who have responsibility for leading people, a business, and/or a function - in organizations of all types, industries, and sizes.

We encourage people to attend *with* their colleagues. Some leadership programs discourage this because they want to create a safer, less risky learning environment. But without a certain level of risk *in* the room, participants aren't adequately prepared to take risks *outside* the room. In other words, a learning environment can be *too* safe. When people who know each other risk being real in front of each other in the program - which they can do safely with the right facilitation - then they're better prepared to be real with each other and take appropriate risks in "real life" and at work. And then, when they return to work with their colleagues, they can support each other and are much more likely to act in new, more powerful ways. That's how learning moves from the classroom to real life. And that's what we care about.

To encourage people to attend with their colleagues, we are providing a discount of \$500 per person for multiple people from the same organization.

### What You Can Expect

Above all, expect the unexpected. Not knowing precisely what will happen, and when, is part of the experience of leadership. That said, you will:

- Learn new theories and develop new skills.
- Practice new behaviors, explore the usefulness of old ones, and take some risks with who you are and how you show up.
- Face uncertainty and be uncomfortable some of the time, knowing that you will always have the opportunity to make your own choices and your own decisions.
- Act in situations you find challenging and you will grow and develop in ways that feel rewarding.
- Discover new ways to lead and uncover new insights into the way you already lead.
- Learn in, and have fun with, a community of other people who are also willing to push themselves in the service of being great leaders.
- Leave the week as a more powerful person and as a stronger, more capable leader.



**BREGMAN**  
PARTNERS

## THE BREGMAN LEADERSHIP WEEK

### Four Foundational Beliefs

1. **Leadership is context specific.** Have you ever wondered why someone can be a great leader at one company, and then utterly fail in another? Leadership is never in a vacuum. There are very few generalities that apply universally to leadership. It's about leveraging the best of who you are to the environment and the mandate.
  - What's your industry? What are your organization's priorities?
  - What's your company's recent history? What's its culture?
  - Who are your colleagues on the leadership team?
  - What are the challenges your employees are facing?
  - Where are you in the hierarchy?
  - What are your strengths, weaknesses, differences, and passions?

*Even in a group setting, our leadership work is specific to each individual, situation, and organization.*

2. **Leadership is about taking risky actions.** Sitting in the safety of a classroom thinking about leadership doesn't help people become better leaders. The real challenge of leadership is the challenge of behavior. It's the challenge of making, following through on, and learning from hard choices and complex decisions.
  - When push comes to shove are you willing to take the difficult and risky actions necessary to grow your organizations?
  - Are you willing to commit to a big idea?
  - Are you willing to push a risky strategy through to execution?

*Our leadership work focuses on taking difficult actions, with support, inside and outside of the classroom.*



**BREGMAN**  
PARTNERS

## THE BREGMAN LEADERSHIP WEEK

### Four Foundational Beliefs (Cont.)

3. **Leadership is personal.** There is little difference between who you are as a person and who you are as a professional. Leaders bring their whole selves to work and are adept at managing all different aspects of themselves. Leadership is not just a mental challenge. It's emotional, physical, and even spiritual.

- Do you know what you are feeling at any given moment?
- When you feel strongly about someone or something, are you able to unpack the emotion?
- Are you able to identify what's going on and distinguish between a trigger and useful data?
- Do you know your limits and move through your activities with energy and presence?

*There is very little about you that's off-limits in our leadership work.*

4. **Leadership is about relationships.** Your ability to lead is directly related to your ability to connect with others, inspire them, and motivate their action. Leaders know how to develop the kinds of relationships that build loyalty and commitment in those around them.

- Do you trust yourself enough to act courageously?
- Do you accept and appreciate others as they are, bringing out their best without trying to fundamentally change them?
- Are you willing to be vulnerable?
- Are you committed more to the collective than you are to your own interests?

*Our leadership week operates in a group setting so participants can experiment with, gain insight from, and be challenged by their colleagues in real ways.*



**BREGMAN**  
PARTNERS

## THE BREGMAN LEADERSHIP WEEK

### Content Areas

Our work during the Bregman Leadership Week will be guided by the specific needs of the individuals participants. During the week, we might address any of the following:

**Being a great leader.** What are the components that will make you a great leader?

Topics might include:

- Leveraging your unique strengths, weaknesses, differences, passions
- Understanding your habits
- Flexing your style
- Inspiring commitment and independent capability
- Mastering the skills - thinking, personal, interpersonal, leadership
- Harnessing your emotional power – self-awareness as the cornerstone of self-management and relationship management

**Creating a self-motivating culture.** How are you leading to get the most out of people's internal drive?

Topics might include:

- The 3 social motives that drive every person
- Creating an environment/culture that drives people's performance without having to constantly and actively "motivate" them
- Maintaining strong morale
- Leveraging your team's internal drive
- Retaining your top performers

**Building an independently capable team.** How can you help people learn, think, and act for themselves?

Topics might include:

- Delegating with support vs. doing it yourself
- The QUICC coaching method
- Providing effective feedback
- Asking the right questions, listening effectively, and questioning assumptions.
- Teaching people to think for themselves
- Helping people meet your expectations
- Providing effective feedback



**BREGMAN**  
PARTNERS

## THE BREGMAN LEADERSHIP WEEK

### Content Areas (Cont.)

**Clarifying the roadmap for success.** What are your explicit and implicit expectations and how can you best communicate them?

Topics might include:

- Setting expectations early and in relationship
- Using metrics
- Having a clear and powerful expectations conversation
- Setting the foundation for managing good and poor performers
- Leading a virtual workforce

**Influencing strategically.** Who do you need to persuade, about what, and how can you approach it most effectively?

Topics might include:

- Influencing others, especially when they don't report directly to you
- Influencing up, perhaps to a board of directors
- Varying your tactics based on the need, the players, and the desired outcome
- Learning to assess the situation to choose the right tactic

**Flexing your leadership style.** Which leadership style should you use in which situations and how can you flex your style to be most effective?

Topics might include:

- What are the styles and when should you use each one?
- Which style is your dominant?
- What is challenging to you now?
- Can you use a different style to be more effective?

**Managing change and gaining ownership.** How can you get the right people to take accountability for the change you are you leading?

Topics might include:

- Avoiding resistance to change
- Delegating to improve ownership
- The Engagement Continuum
- How to engage the people who are working for you
- The 7 Strategies for creating successful change



**BREGMAN**  
PARTNERS

## THE BREGMAN LEADERSHIP WEEK

### Content Areas (Cont.)

**Getting the right things done.** How can you reorganize, re-prioritize, and react more efficiently to achieve your objectives and the needs of the business?

Topics might include:

- Apply an 18-minute process to manage your day and get the right things done.
- What is taking up your time? What's not getting done? What's stressing you out?
- Prioritizing in the context of far too much to do and the pressure to do it all
- How to make the right choices to get the right things done right
- Master distraction and avoid the allure of unproductive busyness
- Get traction on the things that will drive the organization forward
- Uncover what's preventing your forward movement

**Conveying the right messages in the right ways.** What's your plan for making sure you communicate with the right people in the right way with the right timing?

Topics might include:

- Listening, empathy, and connection.
- Matching the right communication style and vehicle to the needs of the situation
- Being efficient, responsive, and proactive in communications
- Creating a communication plan

**Managing conflict and difficult conversations.** How can you resolve conflict in ways that build commitment and enthusiasm amongst everyone involved?

Topics might include:

- Understanding the situation and developing a plan
- Learning a variety of modes for engaging in difficult conversations
- Using the right mode for the right situation
- A process for engaging in difficult conversations.



**BREGMAN**  
PARTNERS

## THE BREGMAN LEADERSHIP WEEK

### **A note from Peter: Why I'm running this program and what I hope you'll get . . .**

Leadership is about taking risks - and I want us to experiment with, and experience, taking risks. If possible, I want us to do it with, and in front of, other people with whom we work - so that we will be more likely to continue taking risks when we return to our workplaces and our lives. That will help us become more familiar with our fear and that is how we build our courage.

I want us to understand ourselves - and each other - better. I want us to develop the courage to live our lives in ways that make us proud and ways that support ourselves, the people around us, and the world. I want us to stop getting in our own, and each other's, way with clumsy communication. And to be strong enough - in skill and in confidence - to navigate each other's clumsy communication without getting thrown off balance. I want us to develop patience, empathy, clarity, and caring. I want us to feel - to know - that none of us is alone in our fears and our dreams and I want us to draw strength and conviction from knowing that.

I want us to take chances and fail and get up again. And I want us to understand - or at least consider - what's important enough to do that we are willing to fail in pursuit of it. I want us to feel our own emotions deeply and become comfortable sitting with each other's emotions - even if that means anger directed at us. I want us to experience rising above our emotions - not repressing them - but acting deliberately while in full feeling of them - to do things we know are right even if we are afraid or uncertain. And I want that to engender a deep trust in ourselves and in the people around us. All of this is part of being a leader.

I want us to be real human beings - with cracks and challenges and emotions - and to stand strong as leaders, not despite our humanness but because of it.

That's the world I want to live in. Those are the leaders I want to lead with. That's what I want to help create in our week together.





**BREGMAN**  
PARTNERS

## THE BREGMAN LEADERSHIP WEEK



### **Peter Bregman's bio**

[Peter Bregman](#) is the CEO of Bregman Partners, Inc., a global management consulting firm which advises CEOs and their leadership teams, helping them break down silos and tackle their most important priorities together. He speaks, writes, and consults about how to lead and how to live.

He is the author, most recently, of [18 Minutes: Find Your Focus, Master Distraction, and Get the Right Things Done](#), winner of the Gold medal from the Axiom Business Book awards, named the best business book of the year on NPR, and selected by Publisher's Weekly and the New York Post as a top 10 business book. He is also the author of [Point B: A Short Guide to Leading a Big Change](#) and co-author of five other books. Featured on PBS, ABC, and CNN, Peter is a regular contributor to Harvard Business Review, Fast Company, Forbes, National Public Radio (NPR), Psychology Today, and CNN as well as a weekly commentator on Fox Business News.

Peter began his career teaching leadership on wilderness and mountaineering expeditions and then moved into the consulting field with the Hay Group and Accenture, before starting Bregman Partners in 1998. Peter has advised CEO and senior leaders in many of the world's premier organizations.

Peter bases his work on the notion that an organization, at its core, is a platform for talent. By unleashing that talent, aligning it with a compelling vision, and focusing it on business results, both the individual and the organization thrive. Since 1989, Peter has trained and coached all levels of management and individuals to recognize their leadership, exhibit leadership behaviors, model and stimulate change, and foster their own development and growth as well as that of their teams and colleagues.



**BREGMAN**  
PARTNERS

## THE BREGMAN LEADERSHIP WEEK

### Program dates

Start: Sunday, January 19<sup>th</sup> 6:00 PM

End: Friday, January 24<sup>th</sup>, 1:00 PM

### Location

Guest House is a retreat and conference center in the scenic Connecticut River Valley. It offers healthy and delicious food (vegetarian/vegan options are available), wireless internet, and cell phone service. Each participants will have their own room with a private bathroom.

The facility is a recently renovated country inn on private wooded land, adjacent to a state forest with hiking trails and two neighboring lakes. Conveniently located about 2 hours from both New York City and Boston, Guest House is easily reachable by car and train. The closest major airport is Hartford, 40 minutes away.

Guest House Retreat and Conference Center  
318 West Main Street  
Chester, Connecticut 06412  
(860) 322-577010  
<http://www.guesthousecenter.org>

### Fees and Registration

Tuition: \$5,000

Room and all meals: \$1,300

Discount: \$500 per person for multiple people from the same organization

Discount: \$500 for registration and full payment before October 15, 2013

Total fees due at time of acceptance

### Cancellation Policy

Participant cancellation requests must be emailed to [pbregman@bregmanpartners.com](mailto:pbregman@bregmanpartners.com). Participants who cancel before December 15<sup>th</sup>, 2013 will receive a full refund of all fees. Participants who cancel on, or after, December 15<sup>th</sup>, 2013 are obligated to pay the full amount of the tuition but will not be responsible for room and meals. If the Bregman Leadership Week is cancelled, participants will receive a full refund of all fees but are responsible for other expenses they may have incurred, such as travel.



**BREGMAN**  
PARTNERS

## THE BREGMAN LEADERSHIP WEEK

### Bregman Leadership Week Program Application

Name: \_\_\_\_\_

Address: \_\_\_\_\_

Work Phone: \_\_\_\_\_ Home Phone: \_\_\_\_\_ Cell Phone: \_\_\_\_\_

Email: \_\_\_\_\_ Date of Birth: \_\_\_\_\_

How did you hear about The Bregman Leadership Week?

Please answer the following questions on a separate sheet of paper:

1. Why are you interested in this program? What do you want to get out of it?
2. What are your strengths and weaknesses vis-a vis your leadership?
3. What might you do to sabotage yourself or your learning during the week?
4. What other leadership training have you done/are you doing?
5. What are your current roles and responsibilities in your organization?
6. What else should we know about you?

Please submit the application, along with a current bio or resume to [pbregman@bregmanpartners.com](mailto:pbregman@bregmanpartners.com). You will hear back within a week about admission to the Bregman Leadership Week.