



Bryan Vincent offers his traits of success

CEO's agenda. These strategic behavioral change initiatives are usually intended to engage employees to focus on customer intimacy, and deliver on financial results.

These desired behavioral changes call for corporate leadership to touch not only their employees' minds, but also their hearts. Key to driving such behavioral change is the use of methodology that engages executives in both a cognitive and emotional way. It also requires a significant size in terms of the number of participants and speed in its delivery. These programs usually start with the top 200 executives, then cascade down to the next two or three levels and are usually completed in 6 to 12 months.

Finally, it is important to understand that behavioral change is a long process that cannot be achieved in an isolated short learning intervention, no matter how well designed and delivered that experience is. Corporate educational interventions should be viewed as part of a continuum of activities to achieve behavioral change.

After seeing the meteoric rises in the GSB's executive education rankings, one

astute member of the Dean's Advisory Council asked "what changes occurred in that time period." The answer was simple, the nature of our custom programs changed. The Chicago GSB started delivering large scale behavioral change strategic initiative programs across the globe for a number of U.S. and European headquartered global companies.

Our experience at the Chicago GSB has found two methodologies of experiential learning to be particularly successful, emerging experiences and living cases. At the Chicago GSB we do not believe in a "cookie cutter" approach in which there is only one right answer. We understand that we will have to develop the best approach for the target audience, and we appreciate that ownership and input from the company's C-suite will be essential to developing and delivering a successful program. Successful custom executive education interventions require a collaborative nature in which the school and company co-develop and deliver the program. 🌐

Precision Science CEO Bryan Vincent hosted the visiting leadership group of the National Extension Leadership Development (NELD) and shared his experiences and philosophies of leadership.

This successful "serial entrepreneur" has developed 12 businesses during his career including four active firms specializing in real estate, technology, consultancy and private investment.

Keys to the successful evolution of any business, says Vincent, are those tactics based in solid leadership principles. These include a stable, profitable business model; a seasoned management team with a strong, knowledgeable board of directors; as well as a solid business strategy. Also key, he notes, are internal professional development practices, the utilization of key external resources, product development and "accountability at every level in the organization."

It is at the management and leadership levels where company success or failure is center, he says.

Great Managers Have:

- Critical thinking
- Knowledge
- Structure
- Accountability
- Respect
- Intuition
- Willingness to change

Great Leaders Have:

- Passion
- Confidence
- Knowledge
- Clarity (of values, goals)
- Leadership with impact
- Humbleness

Customer Intimacy

- Business strategy/mix
- Consumer share vs. market share
- Anticipating customer needs

Operational Excellence

- Quality / effective systems
- Economies of scale
- Re-engineering processes

Change Agents

SGML Executive Education delivers mix of faculty expertise, CEO experiences

When an organization of leading U.S. land grant universities wanted an Arizona component for their management development program, they turned to executive education at SGML. The National Extension Leadership Development North Central (NELD) serves a 13-state region with the mission of building leadership in Cooperative Extension at all levels and providing current and future Extension leaders with the vision, courage and tools to lead in a changing world. In January, 35 leaders representing 13 universities attended the "Leading Yourself First" program at SGML. "It's always a privilege to deliver a customized management development program for a client, and doing so for a group of university leaders was especially rewarding," says Howard Norman, SGML director of executive education.

The program featured SGML faculty presenting sessions on Managing Change, Motivating and Inspiring Your Followers,



> (l to r) Bryan Vincent, Rick Chase, Howard Norman at Precision Science during NELD visit

Managing Counter Productive Work Behavior, and Creating and Maintaining a Credible Leadership Brand. It also included a visit to local manufacturing, pharmaceuticals and nutrition firm Precision Science, and a presentation on personal leadership lessons learned by company CEO Bryan Vincent.

Rick Chase of Cooperative Extension Service at Purdue University led the NELD program and was pleased with the result. "The program delivered an effective blend of university faculty expertise and CEO experience," says Chase. "It was exactly what we were looking for to complement our other management development programs."