

unleashing passion
realizing potential



frank lee associates



coaching that is work oriented • work that is learning oriented • learning that is results oriented



Leadership

At Frank Lee Associates, we believe that success is truly the result of motivated “people” working together collaboratively with a common vision and shared mission. This collaboration and this “alignment” rests heavily on the quality of leadership in the organization.

Whether it’s starting an enterprise, turning one around, or taking one to the next level, the most profound and fundamental key to success is the advancement of leadership capability.

The development of “leadership” is an investment that profoundly impacts the effectiveness of people, teams, and organizations right down to the bottomline.

*Building
human
capability
to lead,
collaborate,
succeed,
and
sustain
market edge.*

Proven Results

Frank Lee Associates (FLA) has been delivering world-class leadership and management development services since 1972. Our client companies include organizations across multiple industries — from start-up to Fortune 500 — and at varying levels of organizational development.

We combine 30 years of experience with cutting-edge advancements in leadership and management science and have consistently delivered real results for individual managers, teams, and organizations.

FLA uses a learn-by-doing, coaching-intensive approach for all its programs. Because we emphasize that managers not only “learn” but “unlearn” and then immediately practice new skills, managers develop leadership capability that translates quickly into sustainable results.

It is our ability to deliver these learn-by-doing, integrated and coaching-intensive programs for people and organizations that is unmatched in the industry today.

Over 4,000 managers, directors, and executive officers from more than 200 companies have attended our in-company and public seminars. In addition, FLA has provided executive coaching services to over 40 CEOs and their executive teams worldwide.

*Since 1981, over 4000
have attended our
programs, rating us on
average a “9.2” on a
10-point scale.*

***“We are ‘toolmakers’
for leaders in the
trenches...”***

*Ask those who know
Learn as you teach
Work as you learn
It takes all kinds
It takes many ways*

*Many kinds of ‘smarts’
Look below the surface*

*Commitment is behavioral
When it’s done, it all begins.”*

— Frank Lee, Master Facilitator-Coach



What We Offer

Public Leadership Programs

Become more aware of your strengths and weaknesses, learn and practice new skills, receive individualized coaching, create a personal action plan, and benefit from six months of follow-up services that ensure lasting results.

- Leadership Style & Managerial Development LSMD • for new managers
- Leadership Style & Managerial Effectiveness LSME • for experienced managers
- Leadership Style & Organizational Effectiveness LSOE • for executive managers

In-company Leadership Programs

Implement a comprehensive in-company leadership program by customizing LSMD, LSME, or LSOE to meet your management development, timing, logistical, and budgetary needs.

FLA Workshops

Build your own management development program or add to your existing training initiatives. Select and combine various workshops to meet your immediate needs and interests.

FLA Consulting Services

Jumpstart the development of your team, create a strategic plan with buy-in across the organization, align the organization to maximize performance, or implement a world-class performance management system. We help teams and organizations maximize effectiveness, implement successful initiatives, and achieve performance objectives.

- Strategic Planning
- Executive Team Building
- Organizational Alignment
- Change Management
- Performance Management
- Executive Coaching

“We needed a product strategy for entering a new market. However, this strategy required the involvement and collaboration of two highly independent groups within the company. During a two-day planning session, Frank kept us focused on achieving critical outcomes and disarmed the emotional and political obstacles preventing our success. As a result, we achieved our objective by hitting the market quickly with a single, well-thought-out, and appropriate product strategy.”

— Craig Macdonald, Vice President, Product Management
Fair, Isaac & Company, Inc.

“Those who know how to win are much more numerous than those who know how to make proper use of their victories.”

— Polybius
c.200 - c.118 B.C.

“Change before you have to...” — Jack Welch, former CEO of GE



Public Leadership Programs

Developing world-class leadership and management capabilities requires an ongoing commitment to excellence. Like running a marathon, a great start does not always guarantee a great finish.

Leadership and management development requires more than a one-time event. It requires a comprehensive program designed to deliver lasting results

Because we're committed to making a real and lasting impact, our programs do not begin and end with one seminar event.

Our programs include a three-day seminar as a part of a six-month structured program to help managers apply what they learn at work, implement winning action plans, measure their progress, and plan for continued success.

“The growth and development of people is the highest calling of leadership.”

— Harvey S. Firestone,

Since 1981, over 4000 have attended our programs, rating us on average a “9.2” on a 10-point scale.

How Our Leadership Programs Work...

The Three-day Seminar The Great Start

Become a more effective leader in a learn-by-doing, supportive and interactive environment. Managers receive individualized coaching, practice new skills, and leave with a personal action plan that supports the achievement of leadership goals.

- Maximize leadership effectiveness
- Know how you impact others
- Leverage strengths and manage blind spots
- Know how others perceive you
- Improve the ability to influence, understand, and motivate others
- Improve the ability to coach and develop a team

With Six Months of Follow-up The Winning Finish

Each seminar event is followed by six-months of services that help managers apply newly gained tools and insights and successfully complete an action plan.

- Translate new insights and knowledge into improved performance and results
- Measure progress and commit to success

The FLA 360° Survey

Our comprehensive 360° feedback surveys include 11 narrative questions (open-ended essay) and 61 ratings in eight areas of management and leadership competency. The number and quality of our narrative questions are unique among leadership training companies and, oftentimes, provide the most useful and explicit insight. Our survey helps managers understand how they are perceived, how they impact others, and how their results compare with that of 2500 other managers in our database.

FLA Facilitator-Coaches

FLA facilitator-coaches have on average over twenty years of experience helping industry leaders understand and successfully resolve business, organization, and people issues. They are deep in expertise yet grounded in the practical realities of positively impacting organizations. Whether working with a CEO or first-level manager, they easily understand the issues at hand, skillfully bring the appropriate tools and conceptual frameworks to bear, and facilitate breakthrough strategies and breakthrough actions that help achieve high performance.

Moneyback Guarantee:

If our programs are not among the best leadership courses you've ever attended, we will refund your tuition.



Three Leadership Programs for Three Levels of Management

LSMD

Leadership Style & Management Development

A program for new managers. LSMD puts special focus on the challenges faced by new managers and the issues related to managing individual contributors. Emphasis is placed on effective communication, staff supervision, and performance management.

- Three-day seminar with a maximum of 12:1 participant/facilitator ratio
- Communication and management effectiveness assessments
- Two (2) follow-up learning-team coaching sessions* with an FLA facilitator-coach

LSME

Leadership Style & Managerial Effectiveness

A program for experienced managers. LSME puts special emphasis on the challenges faced by managers who lead other managers. It provides a firm look at current leadership style and helps managers unlearn less-effective behaviors.

- Three-day seminar with a maximum of 7:1 participant/facilitator ratio
- Comprehensive 360° survey
- Leadership Effectiveness Report (LER)
- Two (2) follow-up learning-team coaching sessions* with an FLA facilitator-coach
- One (1) follow-up one-on-one coaching session*
- Follow-up 360° survey

LSOE

Leadership Style & Organization Effectiveness

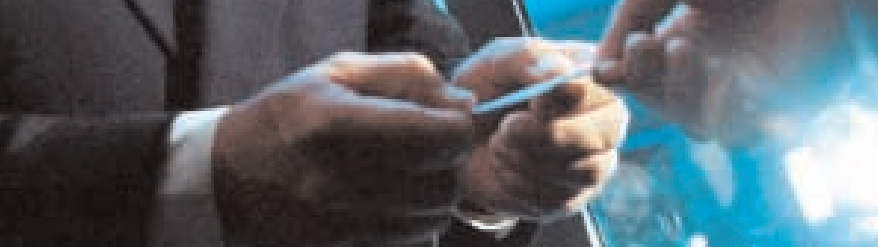
A program for executive managers and officers. LSOE focuses on how to more effectively lead and impact the culture and performance of an organization. Leverage strengths and unlearn behavioral habits that inhibit leadership effectiveness.

- Three-day seminar with a maximum of 6:1 participant/facilitator ratio
- Comprehensive 360° survey
- Leadership Effectiveness Report (LER)
- Two (2) follow-up learning-team coaching sessions* with an FLA facilitator-coach
- One scheduled (1) follow-up one-on-one coaching session*
- One “use when needed” one-on-one coaching session*
- Follow-up 360° survey

	Week One: Great Start	Week Two: Early Success	Month Two: Further Success	Month Six: Winning Finish
LSMD	Three-day seminar Create an Action Plan Communications & management assess-	Complete Phase I of Action Plan Learning-team coaching session*	Complete Phase II of Action Plan	Complete Phase III of Action Plan Measure and plan for ongoing success Learning-team coaching session*
LSME	Three-day seminar Create an Action Plan Comprehensive 360° survey Leadership Effectiveness Report (LER)	Complete Phase I of Action Plan Learning-team coaching session*	Complete Phase II of Action Plan Learning-team coaching session*	Complete Phase III of Action Plan Follow-up 360° survey Leadership Effectiveness Report (LER) One (1) one-on-one coaching session*
LSOE	Three-day seminar Create an Action Plan Comprehensive 360° survey Leadership Effectiveness Report (LER)	Complete Phase I of Action Plan Learning-team coaching session*	Complete Phase II of Action Plan Learning-team coaching session*	Complete Phase III of Action Plan Follow-up 360° survey Leadership Effectiveness Report (LER) One (1) one-on-one coaching session*
	LSOE has one additional “use when needed” one-on-one coaching session*			

* All coaching sessions (learning-team or one-on-one) are conducted with an FLA facilitator-coach via teleconference unless otherwise determined.

By having a program for each management level, attendees benefit from issue-and-level specific content as well as from the coaching, observations, and experiences brought to the table by other managers.



“The
further
one goes,
the
less one
knows”

— Lao Tzu

Leadership
and
Learning
are
indispensable
to each
other.

— President John F. Kennedy
Dallas, Texas 1963

Customized in-company Leadership Programs

Implement a world-class leadership development program that meets your needs and accommodates your timing, logistical, and budgetary requirements. We bring a customized version of our three most popular programs — LSMD • LSME • LSOE — to the location that works best for you. Build a management culture with a common vocabulary for each management level through our set of integrated programs.

Customization

Options for customization may include (but are not limited to) the following:

- Include communications that support and advance company initiatives
- Choose from several personality assessment tools such as the Enneagram, Myers-Briggs, and Disc
- Inclusion of the 360° survey, interpretation, and coaching is optional

Schedule Options

Multiple formats are available including:

- One three-day session
- Two two-day sessions, one week to six-months apart
- A series of one-day sessions, one-week to one month apart

FLA Workshops

Develop your most critical management, leadership, and organizational capabilities with time-efficient workshops that target specific needs. Integrate selected workshops with existing training initiatives or combine several to create your own program.

Personal Mastery/Emotional Intelligence

One day

Emotional competence accounts for two-thirds of performance while cognitive ability and expertise only account for one-third (*Goleman, 1998*). Managers learn how to improve their emotional competence.

Leadership Style

One day

Managers develop and improve their leadership style and learn how to modify their style to manage different people in diverse situations.

Leadership Effectiveness

One day with 360° Survey

This coaching-intensive workshop helps managers understand their strengths and weaknesses, identify personal development opportunities, and create a successful action plan.

Team Leadership and Team Dynamics

One day

A high-functioning team creates value much greater than the sum of its parts; a low-functioning team slows down and impedes progress. Learn the tools required to develop and maintain winning teams.

Coaching for High Performance

One day

Effective managers must have well-developed coaching skills in order to develop their people as well as successfully manage performance. Managers improve and put their coaching skills to practice.

Doing Business in China

One day

Learn how to navigate governmental infrastructure, cultural norms, and business practices. Ensure the success of your business ventures in China.

Business Acumen & Cross-functional Teamwork

Two one-day sessions

Learn to manage interdependencies and maximize total company return. A computer business simulation is used to practice new tools and to demonstrate the value of cross-functional teamwork.

Change Management

One day

Learn to identify the scope of “change” and to analyze its effect on people. Learn to build strategies that mitigate the impact of change and maximize the return on investment for your change initiatives.

Organizational Leadership: the Slot Machine Theory™

One and Two Day Workshops Available

Learn how to align an organization in order to maximize its ability to implement winning strategies and adapt to change.

Joint Venture, Mergers, & Acquisition

One day

Learn how to build a common vision, company culture, and the collaborative processes critical to the success of new organizations that have been formed from joint ventures, mergers, and acquisitions.

Reshaping the Organization

One day

Learn to minimize the impact and maximize the benefit of re-sizing the organization through a step-by-step reshaping process that guides you through the entire reduction cycle.

Enneagram Leader

One day

Understand what truly motivates people and how to build diverse-yet-complementary groups and teams. Go beyond “type” theory to core human motivations. Predict how various people will act when under stress and when feeling secure.



FLA Consulting Services

Strategic Planning

Without a common vision, mission, set of aligned goals and company focus, organizations tend to operate as functional silos — well-meaning perhaps — but silos just the same. Our planning process builds a common company agenda and defines the roles necessary to achieve that agenda. We rigorously and comprehensively engage management at all levels to define both company priorities and the necessary cultural shifts required for success.

- Develop a company plan with buy-in across departments, business units, and functions
- Identify key drivers and success metrics and establish broad accountability
- Manage cultural shifts to ensure successful implementation of business imperatives
- Identify and manage interdependencies
- Create individual performance objectives that map to corporate, business units, and department plans
- Build in systems to monitor and adjust the plan as circumstances change

Executive Team Building

No person stands alone nor can one person do it all. Business is too complex — too fast-moving. A group by itself is not a team and a team “not well formed” will not reach its high-performance potential.

- Build common goals and methods
- Clarify roles and rules of engagement
- Establish support mechanisms, form positive relationships, and build trust
- Create a high-functioning team while getting actual work done

Organizational Alignment

The ROI or “pay out” of strategies, initiatives, programs, and projects is directly impacted by the level of organizational alignment. FLA provides a framework and set of tools for assessing and improving alignment in companies, departments, and cross-functional teams.

- Develop a clear sense of direction that everyone can see, own, and support
- Build a strong foundation for optimizing organizational performance
- Improve the capability to implement winning strategies and complete successful initiatives
- Define and develop metrics and processes that drive results
- Build a strong sense of employee identification, role appreciation, and motivation to contribute

Change Management

Whether implementing new technology, entering new markets, reshaping the organization, or redefining core competencies, the human side of change directly impacts costs, performance, and execution.

- Identify the scope of change at all levels
- Understand how change impacts people
- Build strategies that mitigate the impact of change
- Maximize the return on investment of company initiatives

Performance Management

Create and implement performance management processes and systems that align and integrate performance, compensation, and career development. Provide managers with training and guidelines to conduct performance reviews, set and communicate expectations, provide feedback, take corrective action, and set forth reward and recognition opportunities to ensure retention.

Executive Coaching

Solve people, interpersonal, or organizational issues. Transform yourself from a good manager into a great leader. Whether it's adapting your style to existing circumstances, developing your level of personal mastery, building your team or organization, or critically thinking through business strategy, FLA provides the tools and support needed for success.

We develop a coaching approach unique to you — your personality — and your circumstance, building upon your natural strengths and helping you to build on the strengths of others.

- Develop an engaging, highly effective leadership style
- Adapt your style to changing conditions
- Know how you impact others and how you are perceived by others
- Set goals and determine high-leverage areas for development
- Confidently execute specific behavioral practices
- Tap into the passion of your team while aligning it with company goals



“Excellent! I spent two years and \$100,000.00 on my business school education at Harvard and never learned this much about leadership!”

— Sally Stump, Marketing Director . Quokka, Inc.



“The best experience of my life. An awakening experience. Thank God I did this at the beginning of my career. Lots of personal insight.”

— Michael Mulcahy, Director . San Jose Children’s Theatre

“I have sent many managers to the seminars — with consistently good results. I found that with several people it was the most effective method for having them hear the problems they had interfacing with people at work —their manager, subordinates, and peers alike.”

— Howard Smith, President . Clarity Software



“These programs focus, more than any other of their kind, on how individuals can utilize the skills learned during the course when they return to their work setting. This intense focus on practical application increases the opportunity for actual change in behavior. I continually hear positive comments about these programs from the executives I send.”

— Nancy Kaye, Vice President of Human Resources . CIGNA

A Few of Our Clients

- Adobe Systems Incorporated
- Amgen
- APL Limited
- BEA Systems, Inc.
- Blue Volt LLC
- Bristol-Myers Squibb Company
- Cell Therapeutics, Inc.
- Charles Schwab & Co., Inc.
- Chordiant Software, Inc.
- Cornerstone Research
- Countrywide Financial Corporation
- Crowley Maritime Corporation
- E. & J. Gallo Winery
- Ecadeau.com (Etex)
- Exxon Mobile Corporation
- F. Hoffman-La Roche, Ltd
- Fair, Isaac & Company, Inc
- Fleming Companies, Inc.
- Fluor Corporation
- Gap, Inc.
- Giant Brands, Inc.
- GlaxoSmithKline (Glaxo Wellcome)
- GlobalEnglish Corporation
- Guidant Corporation (Endovascular Technology)
- Imperial Oil Limited
- Inference Software
- Informix, Inc.
- JoAnne Stores
- KLA Instruments Corporation
- Kyphon, Inc.
- Lintelle Engineering, Inc.
- Linvatec Corporation
- Medtronic Xomed, Inc.
- Mercury Interactive Corporation
- NCR division of AT&T
- NEC Electronics Corporation
- Northrop Grumman Corporation
- PG&E Corporation
- Platt
- Port of Oakland
- Quinn Interactive, Inc.
- Remedy, BMC Software, Inc.
- Safeway, Inc.
- Silicon Graphics, Inc.
- Silicon Image
- Smith & Nephew
- Specialized Bicycle Components Inc.
- Spectra-Physics, Inc.
- Sun Microsystems
- The Learning Company
- TRW, Inc.
- USWeb, Inc.
- Veritas Software
- Wright Medical Technology
- Yarbrough Cable Service, Inc.
- Zimmer, Inc.

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