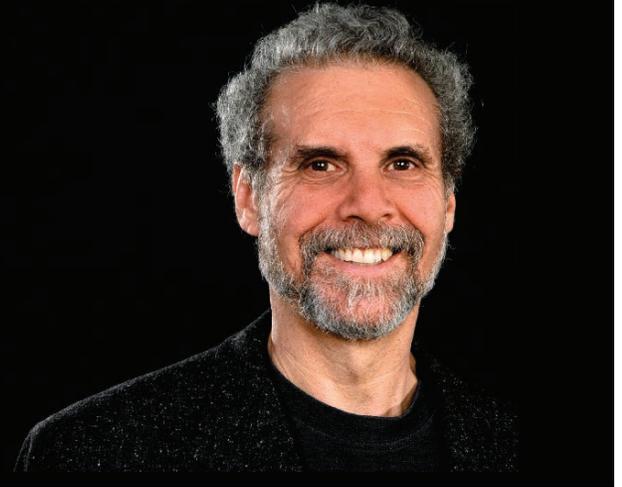
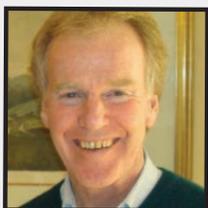
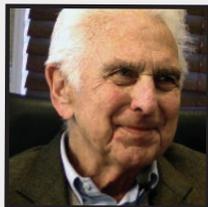


# LEADERSHIP

## A Master Class



*Featuring*



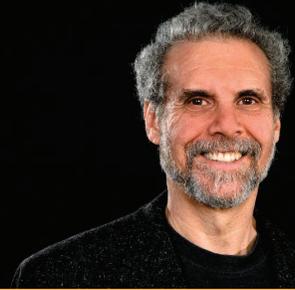
by  
**Daniel Goleman**

Daniel J. Siegel  
Warren Bennis  
Erica Ariel Fox  
Claudio Fernández-Aráoz  
Bill George  
Teresa Amabile  
Howard Gardner  
George Kohlrieser  
Peter Senge

**Can You Imagine Attending  
An Event with Such a  
Powerful Lineup of Experts?**

# LEADERSHIP

## A Master Class



## Now You Can HOST Them!

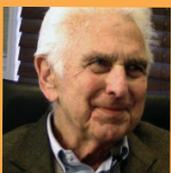
For the first time ever, Daniel Goleman's groundbreaking work on Emotional Intelligence and Leadership are being offered as flexible training materials! Instructor-led, self-study, on-line—you decide how to use this remarkable wealth of learning.

This nine-module series includes research findings, case studies and valuable industry expertise through in-depth interviews with respected leaders in executive management, enriching activities, organizational research, workplace psychology, negotiation and senior hiring.

*Leadership: A Master Class* is Daniel Goleman's first-ever comprehensive video series that examines the best practices of top-performing executives, and offers practical guidance for developing emotional intelligence competencies. The nine-part video collection includes more than nine hours of research findings, case studies and valuable industry expertise through in-depth interviews with respected leaders in executive management, organizational research, workplace psychology, negotiation and senior hiring.



**HIGH PERFORMANCE LEADERSHIP** with George Kohlrieser, professor of Leadership and Organizational Behaviour at IMD, and author of the internationally bestselling book, *Hostage At The Table: How Leaders Can Overcome Conflict, Influence Others, and Raise Performance*.



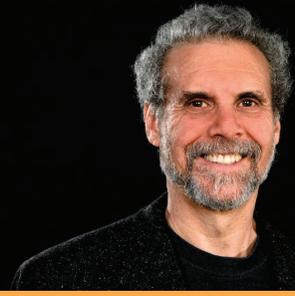
**THE SOCIALLY INTELLIGENT LEADER** with Warren Bennis, pioneer of the contemporary field of Leadership Studies, university professor and founding chairman of the Leadership Institute at the University of Southern California.



**AUTHENTIC LEADERSHIP** with Bill George, professor of management practice at Harvard Business School, and former chairman and chief executive officer of Medtronic.

# LEADERSHIP

## A Master Class



**TODAY'S LEADERSHIP IMPERATIVE** with Howard Gardner, the John H. and Elisabeth A. Hobbs Professor of Cognition and Education at the Harvard Graduate School of Education, and was named one of the 100 most influential public intellectuals in the world.



**THE LEADER'S MIND** with Daniel J. Siegel, clinical professor of psychiatry at the UCLA School of Medicine, and the Executive Director of the Mindsight Institute.



**TALENT STRATEGY** with Claudio Fernández-Aráoz, a top global expert on hiring and promotion decisions, and senior adviser of the leading executive search firm Egon Zehnder International.



**CREATE TO INNOVATE** with Teresa Amabile, the Edsel Bryant Ford Professor of Business Administration and director of research in the Entrepreneurial Management Unit at Harvard Business School.



**GETTING BEYOND YES** with Erica Ariel Fox, lecturer on Law at Harvard Law School, and part of the internationally acclaimed Program on Negotiation at Harvard Law School (PON).



**LEARNING ORGANIZATIONS BEYOND THE FIFTH DISCIPLINE** The video collection also includes a bonus interview with Peter Senge, Senior Lecturer in Leadership and Sustainability at the MIT Sloan School of Management.

These materials are provided on a licensed basis, either single-site or corporate. Full-use and adaptation rights are included. Please contact Mark Snow for more information: 1-800-822-2801 ext. 1125 or [mark@hrdpress.com](mailto:mark@hrdpress.com)

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## About this Course

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**Leadership: A Master Class** examines the best practices of top-performing executives and offers practical guidance for developing emotional intelligence competencies.

Daniel Goleman, author, psychologist, science journalist, and one of the nation's leading experts on emotional intelligence, hosts one-on-one conversations with some of the most-respected leaders in the fields of executive management, organizational research, workplace psychology, negotiation, and senior hiring.

These video conversations are the keystone of this leadership course and are supported by

- guidelines and key points for the facilitator;
- PowerPoint slides;
- discussion questions and exercises to facilitate participant exploration of emotional intelligence and other key leadership competencies.

The course topics and leaders interviewed are as follows:

- **The Leader's Mind**, with Daniel J. Siegel, clinical professor of psychiatry at the UCLA School of Medicine, and executive director of the Mindsight Institute
- **The Socially Intelligent Leader**, with Warren Bennis, university professor and founding chairman of the Leadership Institute at the University of Southern California, and pioneer of the contemporary field of Leadership studies
- **Getting Beyond Yes**, with Erica Ariel Fox, lecturer on law at Harvard Law School and part of Harvard's Program on Negotiation (PON)
- **Talent Strategy**, with Claudio Fernández-Aráoz, a top global expert on hiring and promotion and director of research in the Entrepreneurial Management Unit at Harvard Business School
- **Authentic Leadership**, with Bill George, professor of management practice at Harvard Business School, and former chairman and chief executive officer of Medtronic
- **Create to Innovate**, with Teresa Amabile, the Edsel Bryant Ford Professor of Business Administration and director of research in the Entrepreneurial Management Unit at Harvard Business School
- **Today's Leadership Imperative**, with Howard Gardner, the John H. and Elisabeth A. Hobbs Professor of Cognition and Education at the Harvard Graduate School of Education; named one of the 100 most influential public intellectuals in the world

- **High-Performance Leadership**, with George Kohlrieser, professor of Leadership and Organizational Behavior at IMD, and author of *Hostage at the Table: How Leaders Can Overcome Conflict, Influence Others, and Raise Performance*
- **Bonus: Learning Organizations beyond the Fifth Discipline**, with Peter Senge, senior lecturer at MIT and author of *The Fifth Discipline: The Art and Practice of the Learning Organization*

If you have your own course design for leadership and simply want to use the leadership master class discussions to provide further learning or to offer the perspectives of leaders in the field, a video summary is provided at the beginning of each module. You have the choice of playing the interview in its entirety or chapter by chapter. It is recommended that you view the video in its entirety to familiarize yourself with the content.

## Facilitating Group Discussions

This Trainer's Guide provides guidelines for conducting the lecture and facilitating the full-group discussion after each video segment.

The following notes explain the purpose of these methods and provide guidance on how they might be implemented. In the interest of brevity, the word *organization* is used to identify any type of organization: a corporation, an institution, or any other type of entity.

### ***The Lecture***

The lecture portion of this Trainer's Guide is a formal verbal presentation of subject matter. It is used to emphasize the key points and ideas made during the video interviews used throughout the course, to create interest, and to stimulate thought in the area covered by the interview. These key points are presented in a "scripted" format, offered as a "road map" through the topic and not intended to tell you what to say. Feel free to use your own words and add anything that is specific to your organization that will enhance the message and key purpose of the presentation.

You should familiarize yourself with the content of the lecture notes in preparing for the training session, as well as view the video **in its entirety**. You may wish to supplement these notes with a limited number of examples drawn from your own experience or specific organizational practice. Supplementary material should, however, be kept to a minimum and should not detract from the theme and purpose of the lecture or increase its length. A CD containing PowerPoint slides for each lecture is provided. They provide a summary of the main points covered by the lecture and may be distributed to participants in the form of handouts at the beginning of the lecture. There are questions throughout the course that provide the opportunity for discussion of key ideas.

### ***Full-Group Discussion***

The full-group discussion is trainer led and focuses on specific aspects of the skills presented in the video interviews. It provides participants with the opportunity to explore current practices, share ideas, and consider making changes in their own work behavior, as well as encourage behavior change among workers.

## **What's What and Who's Who?**

Throughout the video presentations there are people and things mentioned that might not be familiar to the participants. A brief explanation is provided in a shaded box titled **What's What** or **Who's Who** to provide a quick reference in case participants ask questions.

## **Materials Needed**

- Flipchart, paper, and markers OR
- Whiteboard and markers
- Equipment for presenting PowerPoint slides
- Notepaper and pens or pencils
- Enough worksheets and handouts for each participant



# 5

## Authentic Leadership

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### Video Summary

**Authentic Leadership** features a conversation between Daniel Goleman and Bill George, a professor of management practice at Harvard Business School and former chairman and chief executive officer of Medtronic, the world’s largest medical technology company.

The six chapters in Authentic Leadership are summarized in the table below. Times shown have been rounded to the nearest minute. **It is recommended that you watch the entire video before training to familiarize yourself with the content.**

TITLE	DESCRIPTION
<b>Authentic Leadership</b> [8 minutes]	<ul style="list-style-type: none"> <li>• Defines “authentic leader”</li> <li>• Explains why authenticity is important in a leader and in leadership</li> <li>• Describes what can happen if a leader is unauthentic</li> <li>• Describes “true north” groups and the value to leaders in participating in such a group</li> <li>• Provides examples of authentic leaders</li> </ul>
<b>The Inner Work of Leaders</b> [18 minutes]	<ul style="list-style-type: none"> <li>• Explains the kind of inner work required to help find one’s true north</li> <li>• Describes the role of emotional intelligence and self-awareness in helping to find one’s authentic self and the role of true north groups in helping one develop self-awareness</li> <li>• Provides ground rules for creating a true north group</li> <li>• Explores some of the issues that need to be worked through when developing a true north group within an organization</li> </ul>
<b>Leading with Ethics</b> [10 minutes]	<ul style="list-style-type: none"> <li>• Explains the connection between authentic true north leadership and ethical leadership</li> <li>• Discusses the epidemic of distrust of leaders in today’s business and political climate and what to do to help repair the damage</li> <li>• Provides examples of authentic leaders who got great results, including what an authentic leader does that is both effective and comes from that authenticity</li> </ul>

TITLE	DESCRIPTION
<p><b>Feeling the Mission</b> [7 minutes]</p>	<ul style="list-style-type: none"> <li>• Explains why a “moral compass” is essential to leadership and the value of owning your mistakes</li> <li>• Explores making the mission meaningful to the people who are fulfilling that mission</li> </ul>
<p><b>Today’s Leaders</b> [10 minutes]</p>	<ul style="list-style-type: none"> <li>• Describes how leaders can change when they get in touch with who they are; where they come from</li> <li>• Discusses aligning the mission and values of the company and the people who work for the company</li> <li>• Describes how the financial meltdown of 2008 was the crucible that showed us we were going in the wrong direction; pulled off course</li> <li>• Explains the relationship between authenticity and accountability in business</li> </ul>
<p><b>Spotting Authenticity</b> [9 minutes]</p>	<ul style="list-style-type: none"> <li>• Explains how one can spot authenticity; what to look for</li> <li>• Discusses the value of resiliency and the role of failure as an opportunity for resiliency</li> <li>• Describes how aligning, empowering, serving, and collaborating help sustain superior performance</li> </ul>

**Before you begin...**

Make a copy of Handout 1 on pages 5-25 and 5-26 for each participant.

Make a copy of Worksheet #1 on pages 5-6 through 5-13 and Worksheet #2 on pages 5-14 through 5-16.

SAMPLE

## Authentic Leadership

### Show Slide 1: Authentic Leadership and tell participants:

- *Authentic Leadership* explains what it is to be an authentic and successful leader.
- In this video segment, Bill George, a professor of management practice at Harvard Business School and former chairman and chief executive officer of Medtronic, describes what it is to be an authentic leader and how being authentic is important to successful leadership.



Slide 1

### Play Chapter 1 of the video: *Authentic Leadership*

[8 minutes]



### Show Slide 2 and recap the attributes of an authentic leader.

#### Ask participants:

- Are there other characteristics you would add to this list?
- Why would you add these characteristics?

#### Write any additions participants offer on the flipchart.

- How would you describe what makes you authentic—what is your own unique style? What would people say you are best known for?

#### Tell participants:

- This next video segment describes the inner work one must do to be an authentic leader and further defines the moral compass referred to as one's "true north."

## DISCUSSION



Slide 2

### Play Chapter 2 of the video: *The Inner Work of Leaders*

[18 minutes]



### When the video segment is finished, tell participants:

- Bill George talked about how a crucible moment in a person's life can test you and help shape who you become as a person and as a leader; your true north.

# 8

## High-Performance Leadership

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### Video Summary

**High-Performance Leadership** features a conversation between Daniel Goleman and George Kohlrieser, professor of leadership and organizational behavior at IMD, and author of *Hostage at the Table: How Leaders Can Overcome Conflict, Influence Others, and Raise Performance*.

The ten chapters in High-Performance Leadership are summarized in the table below. Times shown have been rounded to the nearest minute. **It is recommended that you watch the entire video before training to familiarize yourself with the content.**

TITLE	DESCRIPTION
<b>Using the Mind's Eye</b> [7 minutes]	<ul style="list-style-type: none"><li>• Explains what it takes to change the mindset of another person and get into the right state of mind to get the results you want</li><li>• Describes the mindset of high-performance leaders with regard to self-regulation and emotional intelligence</li></ul>
<b>Leading through Change</b> [5 minutes]	<ul style="list-style-type: none"><li>• Describes the real issues people have with change and what leaders must do to help people move beyond the change to the opportunity provided by the change.</li><li>• Answers the questions how can you tell if you are being held hostage and what can you do about it?</li></ul>
<b>The Art of Relationships: Attachment and Bonding</b> [12 minutes]	<ul style="list-style-type: none"><li>• Explains how a leader can deal with the emotional impact of the relationships they form</li><li>• Defines <i>attachment</i> and <i>bonding</i>, and explains how the two are different and how one person can bond with another</li><li>• Explains the importance of going through and rebounding from the grief cycle</li><li>• Describes different styles of leadership and the effect these styles have on others</li></ul>
<b>The Power of Language</b> [6 minutes]	<ul style="list-style-type: none"><li>• Describes the power of words and language in influencing people and the emotional messages that go with words as well as the way those words are expressed</li></ul>

TITLE	DESCRIPTION
<p><b>Put the Fish on the Table: Managing Conflict</b> [15 minutes]</p>	<ul style="list-style-type: none"> <li>• Explains what happens when you confuse the person with the problem and the value of putting everything on the table and talking things out</li> <li>• Describes what happens when dialogue breaks down and what to do about it</li> <li>• Discusses using just four sentences to make your key point</li> </ul>
<p><b>Insights into Negotiation</b> [9 minutes]</p>	<ul style="list-style-type: none"> <li>• Explains negotiation in terms of                             <ul style="list-style-type: none"> <li>– effective communication</li> <li>– making concessions</li> <li>– creating a bond</li> <li>– empathy</li> </ul> </li> </ul>
<p><b>How a Leader Builds Trust</b> [16 minutes]</p>	<ul style="list-style-type: none"> <li>• Describes how being a “secure base” helps to provide a sense of protection and thus build trust</li> <li>• Explains how leaders <i>can</i> become that secure base</li> </ul>
<p><b>The Bullseye Transaction</b> [2 minutes]</p>	<ul style="list-style-type: none"> <li>• Describes one aspect of building trust, the bullseye transaction, which is to say something short and direct that will go straight to the brain and hold the person, possibly for a lifetime</li> </ul>
<p><b>Positivity Matters for High-Performance Leaders</b> [4 minutes]</p>	<ul style="list-style-type: none"> <li>• Explains why it is important for leaders to be able to manage their emotions because leaders spread emotions outward; positivity helps promote creativity</li> <li>• Provides some steps for getting into a positive frame of mind</li> </ul>
<p><b>Key Takeaways</b> [3 minutes]</p>	<ul style="list-style-type: none"> <li>• Summarizes the most important points of the discussion</li> </ul>

**Before you begin...**

Make a copy of Handout 1 on pages 8-9 and 8-10, and Handout 2 on page 8-15 for each participant.

## High Performance Leadership

**Show Slide 1: High-Performance Leadership, and tell participants:**

- **High-Performance Leadership** discusses important aspects of emotional intelligence that play a role in high-performance leadership, such as self-management—the ability to manage your emotions and create a positive state of mind; understanding and managing change; developing relationships with others; the power of language in influencing others; and managing conflict.
- In this video segment, George Kohlrieser, professor of Leadership and Organizational Behavior at IMD, and author of *Hostage at the Table: How Leaders Can Overcome Conflict, Influence Others, and Raise Performance*, draws on his experience teaching six-day, intensive immersion, high-performance leadership programs to offer guidance on effective leadership behaviors.

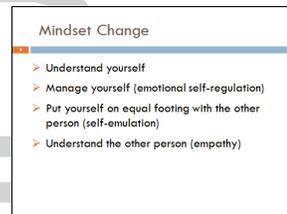


**Slide 1**

<b>Play Chapter 1 of the video:</b> <i>Using the Mind's Eye</i>	<b>[7 minutes]</b>	
<b>Play Chapter 2 of the video:</b> <i>Leading through Change</i>	<b>[5 minutes]</b>	

**When the video segments are finished, show Slide 2 and make the following key points**

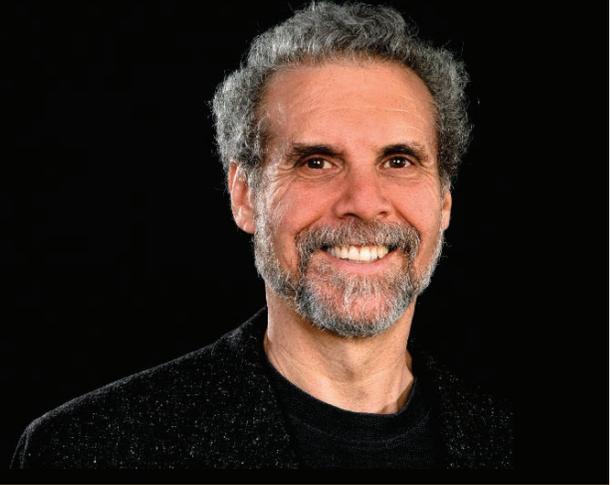
- As we just learned, if you create an emotional bond with someone and understand what that person needs, it is possible to change their mindset.
- To be effective in changing the mindset of another, you must first:
  - understand yourself,
  - manage yourself, which means you are able to manage your own moods and emotions,
  - find a way to put yourself on equal footing with the other person, and then
  - empathize with or understand the other person.



**Slide 2**

# LEADERSHIP

## A Master Class



by  
**Daniel Goleman**

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*“Leadership: A Master Class* allows individuals and organizations alike access to top-level training on developing emotionally intelligent management skills from world-class experts,” says Daniel Goleman.

“Executives, HR directors and leadership coaches now have at their fingertips a comprehensive, easy-to-use library of proven-effective techniques from these masters in their respective fields.”

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