

Developing Leaders to Transform Business

Idealliance.org/Strategic-Management-Program



For more than 10 years Idealliance has provided leadership development to CEOs and those identified as future C-Level executives. Over the past five years the program has been called and divided into two components: CEO Roundtable and NexGen Leaders. In 2018 we are renewing, expanding, and joining them under a new Idealliance Strategic Management Program banner.

THE NEW IDEALLIANCE STRATEGIC MANAGEMENT PROGRAM

One word describes our industry—CHANGE. To navigate the future, Industry executives and the next generation of leaders, whether owner-operated business entrepreneurs or mid-to-large company executives, require management and leadership development with their peers. The leaders of the future face new demands as the very foundation of the graphic communications industry is transformed—customers, technology, services, and staffing.

A transforming industry presents significant challenges, but also opens new business opportunities for those prepared to create and manage them. How are you leading others through these changes? How well are you preparing your company to be able to adapt to change quickly and successfully?

How do you manage a business in transition? How do you diversify profitably? How do you locate, engage, and develop talent in new disciplines? How do you develop your culture, your team? How does this all translate into your brand?

These are some of the questions leaders face and the challenges they must manage strategically. That's why we've named our program STRATEGIC MANAGEMENT. And why we are grounding it in the practical realities of your business—not theoretical, high-flying concepts, but insights and information you can apply to your business as soon as you return to your desk and start dealing with the day-to-day!

VALUE PROPOSITIONS

The workforce's expectations are shifting as Boomers retire and Millennials begin to manage and lead. Is your company ready for this new workforce? Are you noticing greater turnover in your younger workforce? As leadership ages, new leaders must be developed, retained, and given opportunities to lead. Have you identified the future leaders in your organization? Are you developing your next generation of leaders? How does your talent bench look right now?

There are many new best practices in sales, marketing, leadership development, and company culture. Are you using these best practices? The Idealliance Strategic Management Program is designed to take leaders to the next level with

transformative leadership models, interactive peer education, and adult learning that is not based on a one-time event, but a steady stream and manageable process of learning and application throughout the year.

In the past, sessions of CEO Roundtable and NexGen Leaders were held separately. Now we are bringing the groups together at the same location and during the same time. This will open opportunities for informal networking and cross-pollination of ideas and insights from the differing viewpoints of each group. Breakouts during the program will enable CEO and NexGen participants to focus on their distinct needs.



A transforming industry presents significant challenges, but it also opens up new opportunities for those prepared to create and manage them—and fully preparing today's and tomorrow's leaders is the objective of our new Strategic Management Program.

— David Steinhardt, President and Chief Executive Officer, Idealliance

TIME COMMITMENT

Learning happens when regular interaction and application of content occurs over time. Since leadership is not something people turn on and off, we have designed a program that employs the “drip method of learning” versus “the dunk method.” It comprises pre-work to learn the concepts, an in-person session to drill-down and reinforce the ideas through real-world case studies and peer discussions, followed by post-session work to apply what you've learned in your business.

We recognize you have a demanding and time-intensive job and we promise to keep the program tightly focused. But to make the learning work, you need to be prepared to devote the necessary time. Here's the time commitment required:

Pre-Session

One month prior to the face-to-face session there will be a pre-work assignment. This may be a reading or exercise. On average, it will take no more than 60-90 minutes. The pre-work may include a video, articles, interviews, or anything that begins the learning process. Each participant must prepare something to bring to the learning session—it may be answers to questions, results of an assessment, or outcomes from an interview. Participants will be required to deliver a no more than three-minute debriefing on the material. Feedback on presentation skills, content and audience engagement is an essential element of the training, since being able to perform under pressure is critical to long-term leadership success.

Meet 3X a year

Learning objectives must be crisp, clear, and digestible. Death by PowerPoint is to be avoided. Application of content, small/large group experiences, reverse classroom learning, and clear takeaways are critical. Learning occurs when the learner “knows” something new, “feels” something different, and “does” something with the new knowledge. This *know, feel, do* model of learning will be a constant throughout the sessions. Participants will be expected to present content and must be willing to accept feedback on presentation skills, content delivery, and engagement with the participants. Participants will learn to be direct, honest, and helpful in delivering feedback to others. This feedback model will be taught and practiced repeatedly.

SIX-PART PROGRAM

The Strategic Management Program consists of six sessions presented over two years, with three units in each year. Each unit is presented in a 1½ day face-to-face training session plus pre- and post-session work to master and apply the concepts. The six units are as follows:

1

Knowing & Leading Yourself & Others

Self-awareness, style preferences, leadership strengths, personal mission, resilience to stress, communications skills, public speaking, conflict management, inclusion, employee engagement, team development, networking, direction setting, succession planning, accountability, and coaching for performance will all be topics for this session.

2

Knowing & Leading Strategy & Culture

Mission orientation, leadership behavior and communication, retention and attraction, adjusting and driving culture, organizational alignment and cascading expectations, three-year planning, asset review—physical/financial/human, market dynamics, stakeholder feedback, simplicity and transparency are on the agenda for this session.

3

Knowing & Leading the Business: Change & the Future

Personal orientation to change, normal adaptation process, emotional needs, communications, managing resistance, a far horizon view on the industry, large-scale changes, technology advances, changes in content usage and creation will be explored and discussed.

4

Knowing & Leading Sales & Marketing

Trends, tools, skills, compensation, consultative selling, branding, employment options, content and media, voice of the customer, recruiting, and sales processes are on the agenda.

5

Knowing & Leading Financials

The P&L and Balance Sheet, tracking operation/sales/SG&A, budgeting, profitability, alignment to strategy, cash flow, activity-based costing, working capital, and debt management will be explored and discussed.

6

Knowing & Leading Workflows & Technology

Technology is fundamentally changing the way we do our work and the services we provide. How do you gain efficiencies to become more profitable? How are companies managing conventional and digital platforms? What are the best practice workflows? What is the current and evolving technology? How do we manage technology change? These are some of the questions on the agenda for this sixth and final session.

Noted experts in various disciplines will lead and train specific units. In addition, industry leaders and practitioners will be invited to present case studies that illustrate core knowledge and demonstrate real-world industry applications.

2018 SESSION DATES

MAY
14-15

SEPT
11-12

NOV
7-8

DAY 1 (NOON-8PM)

- Networking Lunch
- Working Session
- Intensive Learning Window
- Networking Dinner
- Working & Breakout Sessions

DAY 2 (8AM-3PM)

- Networking Breakfast
 - Intensive Learning Window
 - Networking Lunch
 - Working & Breakout Sessions
 - Overview & Adjournment
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RATES & INFORMATION

Each amount is per session and invoiced by session. Payment is required *before* each session.

	ALUMNI	NEW PARTICIPANTS*	NON-MEMBER
NEXGEN LEADER	\$750	\$850	\$1,150
CEO/CURRENT EXECUTIVE	\$850	\$950	\$1,350

* Introductory special offer through June 30, 2018.

Location

Chicago Marriott O'Hare Marriott Reservations
8535 West Higgins Road 1.800.228.9290 or
Chicago, IL 60631 1.773.693.4444

Check the website for group hotel rates.

Post-Session

Following each day-and-a-half, face-to-face session a one-hour post-session assignment will be given to make use of the concepts taught in the session. The assignment will require participants to apply what's been learned in their own business: teach their teams, mentor/coach another person, observe their own behavior and document their observations, or implement a change. The assignment is to be completed within two weeks of the session. The facilitator will follow up with participants.

Online Forum

All participants will be engaged in an online forum to exchange information, questions, and applications.

FACILITATOR & LEAD CONTENT EXPERT



Tom Carroll
OWNER
TMC Leadership Consulting

Tom Carroll is currently the owner of TMC Leadership Consulting. For the previous 22 years, he held numerous leadership roles at RR Donnelley, including serving as Executive Vice President and Chief Administrative Officer for this \$12 billion international *Fortune* 500 Company with approximately 68,000 employees worldwide. He was previously the company's Chief Administrative Officer, responsible for all aspects of human resources for domestic and global operations in the Asia Pacific region, Mexico, South America, Canada, Europe, and the United States. He

also led the company's corporate marketing, corporate communications, real estate, environmental health and safety, government, and postal affairs functions, as well as the "Spin" efforts to separate all operational aspects of RR Donnelley and create three independent stand-alone companies—an assignment accomplished on time and under budget. Over the last three years, he has also served as an advisor to an enterprise technology start-up in New York City called "Work-Bench."

Tom served the RR Donnelley Board of Directors for the last 10 years, advising on governance, talent, succession, diversity, and executive compensation practices. He has also served on many not-for-profit Boards, including the Chicago Public Library Foundation (Executive Committee), the Naperville Area Humane Society (Board President), Naperville Community Television (Board President), Chicago YMCA (Executive Committee), Naperville Development Partnership (Board Member), Idealliance (Board Member), and North Central College (Board Member).

PROGRAM DESIGN & DEVELOPMENT

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