

Public Safety Leadership Institute Business Plan



1. Executive Summary

Public Safety CEOs need a leadership program that brings together the top safety officials in each jurisdiction to collaborate more effectively in both peaceful and crisis situations. For the current Public Safety model to be effective, a paradigm shift needs to occur. At present, most Public Safety leaders receive only tactical training. As community leaders, there is a clear need for Public Safety CEOs to develop critical leadership skills that go beyond tactics and include self awareness, values based decision making and strategic influence. The Public Safety Leadership Institute (PSLI) is a nine-month practice field where CEOs learn new skills and immediately inculcate those skills through experiential activities.

Many jurisdictions institutionalize disparate public safety communication systems: Public Safety organizations are literally and figuratively on different radio frequencies. This Public Safety Leadership Institute (PSLI) will build a program that enhances community-based safety by developing leaders who know themselves, collaborate with fellow leaders, and grow

strong successors. These CEOs are already at the top of their jurisdictions with experience in leading large organizations. Most of these CEOs have been through the FBI academy and similar training programs focused on the tactical execution of public safety duties. The PSLI will differentiate itself by taking these CEOs to a higher level of values based leadership focused on building more leaders.

2. The Business Case for a Different Kind of Public Safety Leadership

There are too many instances of ineffective crisis management happening today due to a lack of inter-agency cooperation. In the simplest terms, we are wasting lives, time and money by “hoping” agencies will collaborate in times of need. The fact is that every governmental organization has to innovate - be more effective with fewer resources in crisis and in the daily routines. This opportunity begins at the top, with public safety CEOs, Sheriffs, Police Chiefs and Fire Chiefs. Communities need effective and efficient interagency teamwork that saves lives and property and therefore costs.

This Public Safety CEO Leadership program was developed and successfully piloted to prove the value of using experiential training to enhance effective and efficient collaboration across jurisdictions and public safety agencies. We proved our hypothesis that the money invested would be returned many times over when these CEOs returned to their jurisdictions and cooperated with each other.

The fully loaded expense for the first cohort of 18 CEOs was \$300,000. A portion of the money went to one-time design and development costs. We already have details and testimonials that illustrate opportunities for saving at least that much money in the first year.

The real metric of success will be the way this group builds succession plans and develops more servant leaders in their agencies.

3. Goals and Objectives

It is our objective to start the next cohort of the PSLI in the fall of 2010. This cohort will consist of Colorado Chiefs who were not able to attend the first cohort or who didn't know about the program. We anticipate needing \$300,000 to deliver the 2010 program. Following the success of the second cohort, Daniels will look to expand the program regionally and eventually to a national market. It is our intent to secure \$1M in grants, federal funding, and corporate sponsorships in order to sustain this program for the next three years.

4. Target market

The target participants are public safety CEOs with at least three years left in their careers. We recruit by jurisdiction to create a cohort that includes at least one fire chief, one police chief and one sheriff who already have the need to collaborate. The first cohort revealed the value of having multiple CEOs from a county working toward common goals. We found that the experiential activities led to measurable successes back in the jurisdiction when the CEOs collaborated on emergencies or budgets. (See this video for testimonials: <http://www.youtube.com/watch?v=NWSAGfIdV5g>)

5. Competitor Assessment

While there are several programs across the nation that run public safety leadership-type programs, we anticipate the greatest competitors to include the following three programs: Northwestern University Center for Public Safety, the FBI Academy, and North Carolina State's Public Safety Leadership Initiative. However, the Daniels PSLI offers a unique business perspective on public safety leadership and is firmly grounded in values based and ethical

leadership practices. Therefore, the Daniels PSLI model differentiates itself from the competitors.

- *Northwestern University Center for Public Safety* – Northwestern University offers a range of courses specific to public safety officials including accident training, police administration, and some customized options. The courses largely focus on managerial training as well as technical competency. However, the Daniels College of Business PSLI uniquely focuses on inter-agency collaboration and leadership development for public safety CEOs and executive-level public safety management. We focus on a business leadership perspective, and less on training from a public safety-centric perspective. Additionally, our foundational principle of values-based leadership distinguishes us from other leadership programs.
- *FBI Academy* – While the FBI Academy does offer inter-agency leadership development training, there are two key issues differentiating it from the Daniels PSLI. First, there is some discussion that the FBI leadership development program will lose or has lost funding. Therefore, Daniels has a unique opportunity to fill an important need. Second, the FBI Academy focuses on training from a public safety perspective. Again, Daniels offers training with a business leadership perspective that provides public safety CEOs with an opportunity to expand their leadership base.

6. Marketing Plan and Fundraising Strategy

We will pursue a two-pronged approach to raising funds to sustain the PSLI: grants (private and federal) and corporate sponsorships. Additionally, we intend to secure in-kind donations to limit the funds required to run the program.

Private and Public Grant Funding

- *Private grants:* As of August 2009 we have submitted x grants. See appendix x for list of targeted grants.
- *Public Funding/Federal grants:* A key goal of this business plan is to build the case for funding of three consecutive cohorts (assuming one per year), which we feel is the minimum time required to take the PSLI to a national level. The data from the pilot

program illustrates a clear return on investment through enhanced public safety in participant communities from better collaboration among agencies and more effective communication among public safety community leaders. Working with our congressional delegation, experts from the University of Denver and Intrado, we will seek funding through the Department of Homeland Security and other potential public grant opportunities. Homeland Security Funding will be a key target during our 2009-2010-campaign cycle. The connection is the collaborative, cross-jurisdictional training that is a heart of the PSLI program.

Corporate Sponsorships

- *Direct mail campaign:* An introductory sponsorship request letter from Kerry Plemmons with an endorsement from George Heinrichs and a program brochure with sponsorship levels will be sent to the following lists:
 - 1) Sponsors and exhibitors of the International Association of Chiefs of Police (IACP) conference in Denver, which include Ford, Motorola, Verizon, Cisco, Dell, and Smith & Wesson.
 - 2) Sponsor and member lists from organizations such as National Emergency Number Association, National Association of State 911 Administrators, Public Safety Executives Association.
 - 3) Partners and corporate alliances of Intrado.

Once potential companies have received the sponsorship packets, we will follow-up with targeted phone calls requesting sponsorship commitment. The goal is to secure at least

three \$300,000 pledges (\$100,000 per year for three years). Smaller sponsorship options are also available.

- *IACP Conference October 2-7, 2009*: While we are unable to exhibit at the conference, we will participate in the following ways to solicit sponsorships:
 - 1) On Saturday, October 3rd, we will host a reunion for the first PSLI cohort before the dinner to honor George Heinrichs as IACP's Man of the Year. Prospective donors will receive exclusive invitations to the reception, where they will have a unique opportunity to learn first-hand about the PSLI and enjoy an intimate interactive experience with program graduates.
 - 2) We will acquire the list of attendees from the dinner and send a follow up letter requesting sponsorship of the second PSLI cohort.
 - 3) We will attend various sessions of the conference and approach exhibitors and sponsors to educate them about the PSLI and request their support.
 - 4) We will ask PSLI graduates attending the conference to use this opportunity to request sponsorships for the program.

In-Kind Donations: We will contact the vendors and partners from the first cohort to secure PSLI support through in-kind donations or discounts on their goods or services. A sampling of these potential partners include the following:

- The Nature Place
- Lifewellness Institute
- Association of Graduates and the Air Force Academy

- Amazon.com
- US Bus Charter
- Soup & Nuts Catering
- Hemingway Lodge

Program Costs

The following is a breakdown of the costs for the first cohort of the program:

Program Marketing	\$11,375
Program Design	\$32,000.00
Books	\$1,143.07
Faculty and Administration	\$73,500.00
Lodging/Meals/Classroom	\$52,814.65
Program Activities and Speakers	\$20,256.00
Program Supplies	\$9,684.23
Transportation	\$1,508.86
Travel	\$32,769.44
Total Program Expenses:	\$235,051

For the next cohort, we can make some adjustments in order to better allocate program resources including the following:

- Initial marketing costs were needed to get the program off the ground, but going forward, we estimate spending between \$5,000-\$10,000 on marketing expenses depending on the success of the direct mail campaign.
- Program design was a one-time cost and we will continue to make improvements to the program at no cost.

- Kerry Plemmons, the lead faculty for the program will teach the PSLI in exchange for teaching requirements at the Daniels College of Business, resulting in a savings of \$14,000.
- We will reduce the \$32,770 from travel expenses to Churchill Canada by conducting the corresponding session in Colorado's back country.

Partners

The Public Safety Leadership Program will be led by the Daniels College of Business. Operational partners will include Dr. Lee Rice, Dr. Jim Parco, Dr. Dave Levy, The Air Force Academy, The Nature Place, The Colorado State Parks Association, Intrado, and The Hemingway Lodge.

Funds will flow into and out of The University of Denver's Executive Education Department, 501(c)3.

Organizational Structure

Since this program is run through the University of Denver/Daniels College of Business/University of Denver, Kelsey Johnson will be the director of this program and Kerry Plemmons will be the teaching lead. Dr. Lee Rice from the Life Wellness Institute of San Diego, California will be the physician and wellness coordinator. (For biographies and a complete list of faculty and facilitators please see the appendix.)

Milestones

Cohort II will include 20 public safety CEOs from Colorado. Recruitment will focus on Denver, Colorado Springs, Boulder, Fort Collins, Northglenn, Thornton, Greeley, Grand Junction, Summit County, and Eagle County.

Cohort III will include 20 public safety CEOs from the greater Rocky Mountain Region, including Nebraska, Kansas, Wyoming, Utah, New Mexico and Arizona.

Cohort IV will target a national audience.

Recruitment plan

All recruitment will be conducted through recommendations from prior cohorts, word of mouth and personal phone calls from Kerry Plemmons.

The Model

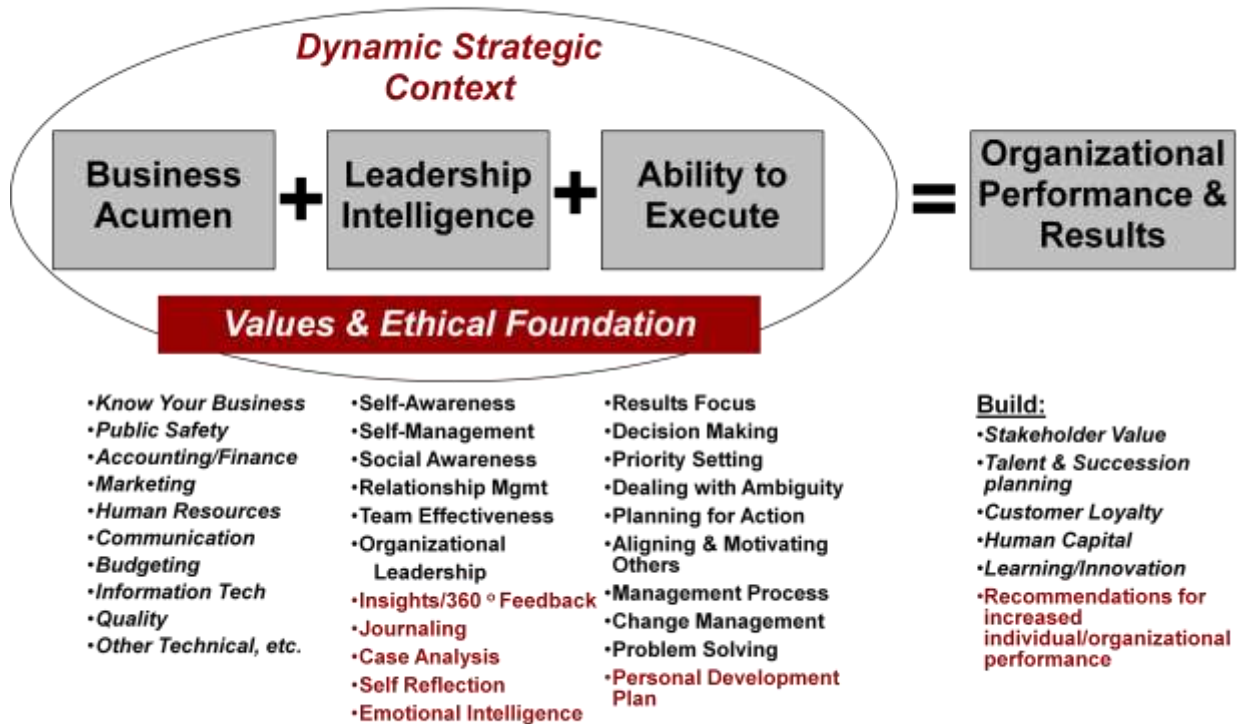
The Daniels Leadership Development Model is the road map guiding public safety CEOs as they discover leadership tools throughout their PSLI journey. The Daniels Leadership Model suggests that leaders need a combination of strengths to lead in the 21st Century: Values and Ethics, Technical Acumen, Leadership Intelligence, and Ability Execute (see diagram below).

First, Values and Ethics form the bricks and mortar foundation leadership. Who would follow a leader they did not trust? Next is the Technical/Business acumen foundational to Public Safety. Who would follow a Police Chief that did not understand the work of a police force? Once an officer is secure with the basics, (s)he is ready to explore the third piece of the model, Leadership Intelligence, where leaders begin connecting with and adapting to stakeholders in both the department and the community. Too often we encounter people who excel at technical competence but fail to lead followers because they lack empathy. Leaders require a exceptional emotional intelligence to build influence in the 21st Century.

The final phase of the Daniels Leadership Development Model is Ability to Execute. Leaders who combine emotional intelligence with an ability to execute and technical competence

achieve a much higher level of Organizational Performance. Of course, these leaders must also stay ahead of the learning curve in a changing strategic and dynamic world.

Daniels Leadership Development Model



Why this program

A basic philosophy of the PSLI program is that leaders need to move from 20th Century leadership, where followers are required to adapt to the leader, to 21st Century leadership, where leaders must adapt to followers. Twentieth century leadership implies, “I am the boss. Do what I say.” Enlightened leadership is based upon the following rationale: “I will only have followers if I use influence rather than power in a manner that adapts and connects to the followers who may choose to join me.”

PSLI begins with self-awareness. The first and foremost theory is that leaders will gain no followers unless and until they understand themselves. Once leaders start down the path of self-awareness, they begin to understand how to manage their emotions and leadership responsibilities. The leaders must next understand the effect their own leadership outputs have on their constituents, and whether the contact with those being led has a synergistic effect. Once a leader understands those effects, the ultimate test is managing one's leadership attributes to positive and successful outcomes for both the leader and the constituents.

Through a series of experiential sessions, Public Safety CEOs will experience a variety of mirrors that allow these leaders to see the effect their leadership has on those around them. The pedagogy is a combination of classroom tools that are immediately taken into the outdoors where exercises have been designed to reinforce the tools. The CEOs learn about emotional intelligence through readings and seminar style discussions, then take those tools into a practice field where they discover either an ability to use emotional intelligence, or a gap that requires further practice. The same method is used with all the leadership tools listed in the PSLI schedule as provided later.

A fundamental belief is that good leaders build more good leaders. The goal is to create a program where current Public Safety CEOs build future Public Safety CEOs through the acquisition of values based leadership practices and habits.

Tools and Session Details

Following the works of Peter Senge (“The Fifth Discipline”) and Daniel Goleman (“Leadership That Gets Results”), the PSLI believes that transformational leadership cannot happen in a traditional classroom. New leadership concepts must be combined with experiential

practices to inculcate the new tool into a participant's toolbox. Leaders only build leadership muscle by exercising those muscles quickly and repeatedly. To that end, the PSLI will require participants to travel to four separate remote locations for three and one half days per session. At these remote locations, each new tool introduced will be reinforced immediately with a practical application experience.

The Colorado Association of Chiefs of Police, County Sheriffs of Colorado, and the Colorado State Fire Chiefs partnered with the Institute for Leadership and Organizational Performance at the University of Denver's Daniels College of Business to bring the knowledge and best practices of leadership, communication, and collaboration to the Public Safety Community. The Public Safety Leadership program is a dynamic and rigorous nine-month experience with a goal of transformational leadership. Positions are limited and candidates must meet stringent qualifications criteria. Selections for the program are made annually with nominations maintained for review in subsequent years.

Program participants receive:

- Access to some of the world's best resources in graduate level business education and U.S. Military academy leadership development;
- Increased visibility into areas of personal strength as a leader and insight into potential areas for growth;
- Exposure to best practices in a variety of subject matter areas to assist in dealing with business and operational situations;
- Tools to develop and maintain stronger peer relationships and information networks to help with current challenges and provide a solid foundation for career enhancement;
- Education to improve individual and organizational performance.

This program will provide public safety executives with a strong foundation for becoming more effective both personally and professionally.

The Social Contract

As a foundation for this nine-month process the cohort creates a social contract with strong and clear guidelines for individual and group conduct. Individuals commit to participate in all sessions, do all assigned homework, and create a collegial atmosphere of openness, honesty and trust. The cohort commits to supporting each other, working collaboratively and learning from each other. As a team and as individuals, this group commits to cascading the leadership lessons throughout their departments and jurisdictions.

How Long Is Your Leadership Shadow?

Metaphors are tools that help leaders understand and ingest a concept. The PSLI uses the metaphor of the “shadow of leadership” as a way to help understand the influence one person has on another. If we consider those who have affected our lives or attitudes, we often recall someone either we have never met or have not seen for a long time. Leadership ideals seem to grow over time through exposure to both good and bad models. We think of people like Martin Luther King Jr., Nelson Mandela, Oprah Winfrey, John F. Kennedy, Winston Churchill, Eleanor Roosevelt, et.al, in terms of their leadership styles. We also remember parents, grandparents, teachers and coaches for the way they modeled good leadership. The shadows of great leadership influence us even when those shadows are physically or temporally distant. Shadows of bad leadership leave us quickly and definitely because bad leadership usually requires threats and enforcement. Once the threat is removed, followers are free to choose for themselves. Good leadership influences followers across boundaries of time and space through empowerment. Once a follower believes in the vision and practices of a leader, the shadow of that leader gradually lengthens. The PSLI continually asks, “How long is the shadow of your leadership,”

and, “How will you build capacity in others in a manner that lengthens the shadow of your leadership?”

The Tactics: Adding Leadership Tools

Please note: the program sessions described below were tested successfully by our pilot cohort. We anticipate similar conditions and programming for each subsequent cohort.

Session 1: The Nature Place

Seven months of leadership development begin with a remote, intensive retreat in the Colorado mountains: The Nature Place. Prior to the seminar sessions, participants must prepare by reading several fundamental leadership articles and completing an online survey, the Insights Discovery System, a Jungian-based instrument. (Please find a detailed schedule in Appendix C.)

1. *Debrief of the Insights Discovery System* (see Appendix G): Insights encourages people to look in the mirror to gain perspective on how others see them in terms of preferences, perceptions and communication styles. Once a leader grasps self-awareness, (s)he next learns to motivate followers by adapting and connecting to their styles and preferences. Participants who add Insights to their toolbox are much better at first modifying their own style to decrease emotional derailers and then adapting new methods to connect to followers more deeply.

2. *Insights experiential practice sessions*: Once they understand Insights, participants are asked to don Insights-colored leis for mock negotiations. Each participant negotiates in the manner of one of the four Insights Colors (according to one's lei).
3. *Insights Platinum Rule*: "Do unto others as they would prefer to be done unto." In the safe practice fields of the PSLI, participants learn to speak in the color of Insights so they can adapt and connect to others.
4. *Emotional Intelligence* (adapted from *Primal Leadership* by Goleman, Boyatzis and McKee). Participants first learn the concepts of Emotional Intelligence and then rate themselves through a self-administered personal exam. Once they understand the basics, the participants practice outdoors through an introduction to orienteering and several problem solving activities within The Nature Place's 10,000 acres, (see Appendix J for details on The Nature Place). Ideally, teams who get themselves lost are forced to work collaboratively to move from one compass point to another in a timed, pressured atmosphere.
5. *Servant Leadership*: Beginning with the quote, "You have not lived until you have done something for someone who can never repay you (John Bunyan)," we introduce the "Five Ways of Being" by James Autry: BE Authentic, BE Vulnerable, BE Accepting, BE Present, and BE Useful. As Robert Greenleaf has written, the central ethic of

leadership is to build capacity in those being led. Servant leaders are challenged to build more Servant Leadership.

6. *Journaling*: A fundamental tenet of the PSLI program is the concept that leaders need to build the habit of reflection time. Participants receive journals and are required to write in them several times during the session and for a focused hour prior to dinner each night. Sometimes the journaling answers specific questions about a concept presented during the day and other times it is open time to reflect on capacity building.
7. *Meals and after dinner programs*: Participants and facilitators eat all meals together family-style during the sessions. After dinner every evening, there is a mandatory program that includes leadership movies, visits to an observatory, and a variety of activities that reinforces cohort bonding.

Session Two: The Air Force Academy

Session Two's classroom portion takes place on the grounds of the US Air Force Academy outside of Colorado Springs. Participants sleep and work on the La Foret grounds in the Black Forest near the US Air Force Academy. Similar to Session One, the goal is to place the participants in a remote location to secure 100% of their time and attention.

1. *Technical Acumen*: Because public safety executives deal with situations similar to command level staff in the military and chief executives officers in business, they

require the same advanced educational opportunities in finance, communication, health, organizational science, negotiation, decision making, family and governance available to leaders in the military and the private sector.

2. *Air Force Leadership Instruction*: The PSLI engages two Air Force Academy professors (graduates of the academy) with PhDs in management: Dr. Dave Levy and Dr. Jim Parco. Levy and Parco host a tour of the academy to help the participants to understand the history and tradition of the academy. The tour ends at the General James Doolittle Conference Center on the grounds of the AFA where the classroom sessions begin. Levy and Parco frame their academic sessions over the three-day session around their new book, *The 52nd Floor*.

Session Three: Holistic Leadership

The systems approach to leadership includes negotiations skills and continuing to build and strengthen the muscles to lead change.

1. *Lifewellness Institute*TM: Dr. Lee Rice is a lead facilitator for the PSLI. Dr. Rice founded the *Lifewellness Institute*TM in San Diego, California (<http://www.mylwi.com>) on the belief that high level CEOs need physical, emotional and spiritual health to strengthen and balance their leadership competences. During Session Three, Dr. Rice leads the cohort through a series of lectures and exercises that enable each leader to understand and develop his/her own life wellness. A team of leading authorities on every aspect of wellness and preventive medicine leads the program for PSLI participants. The staff

includes sports medicine & osteopathic physicians, exercise physiologists and nutritionists.

- **Fitness**

Experienced in training professional and Olympic athletes, *Lifewellness Institute*TM exercise physiologists create dynamic exercise programs and provide motivational coaching for every fitness level.

- **Nutrition**

Registered dieticians and diabetes educators are available for one-on-one counseling, dietary analysis and nutritional seminars. They also advise organizations on reducing poor nutritional choices at group functions.

- **Medicine**

*Lifewellness Institute*TM doctors are licensed osteopathic physicians with qualifications in sports medicine. Their years of experience in preventive medicine have made them authorities in health and wellness.

- **Psychology**

*Lifewellness Institute*TM experienced therapists provide guidance to individuals, families and corporate teams looking to address the psychological and spiritual role of healing.

- **Ergonomics**

*Lifewellness Institute*TM has joined forces with specialists in workplace functionality to a wide array of ergonomic assessments and educational programs.

2. *Wellness Lecture series*: The wellness lecture series explores the meaning behind medical breakthroughs and discuss ways of adopting life-long healthy behaviors. Wellness experts inform and inspire listeners in a wide array of subjects. Topics include the following:

- Setting and Achieving Personal Wellness Goals
- Nutrition: Eating for Life
- Exercise and Its Effect on Your Health
- Stress: An In-Depth Review of Stress Management Strategies
- Ergonomics
- Cancer Prevention
- Cardiovascular Disease
- Back Care
- Heart Healthy Behaviors
- Substance Abuse
- Disease Prevention: 10 Things Everyone Should Know
- You Are What You Eat: Nutritional Strategies for Disease Prevention
- What Your Doctor Won't Tell You
- How to Navigate Through the HealthCare Maze with Grace & Style
- Relationships: How to Divorce Proof Your Marriage
- Anger Management: Ways & Means of Dealing with This Emotion
- Medicine in the Year 2010: What's Coming
- Ask the Doctor: Open Ended Questions for the Doctor

- Stretching/Flexibility Workshop
 - Strength and Conditioning Workshop
 - Anti-Aging Medicine
 - Injury Prevention/Treatment
 - Mind-Body Medicine
 - Weight Management
 - Team of Experts
3. *Lifewellness University™*: *Lifewellness University™* provides a forum for seminal moments that lead to a more energized, conscious lifestyle. This program is ideal for upper management and executives ready to renew the commitment to healthy living and enhance personal effectiveness. Three days of educational and inspirational workshops and individual medical assessments teach participants to recognize unhealthy behavior patterns that limit potential, sap energy and demoralize. Participants learn how to overcome specific limiting behaviors and embrace true wellness. By utilizing the results of the physiological and lifestyle assessments, *Lifewellness University™* tailors the wellness retreat to each participant's specific needs.

Leading Change

“If you keep doing what you have always done, you will NOT keep getting what you have always gotten.”

Module overview:

- Leadership = Change
- What is organizational Change? Why is change so difficult to lead and manage?

- Successful change as an opportunity for renewal
- Implementing a Change in the organization – different techniques and concepts to manage change.
- Assessing own personal strengths /weaknesses and styles as a change agent in an organization?

Module objectives:

- For students to take charge of their own futures through leading change.
- For students to understand the relationship between personal innovation, process innovation and organizational success.
- For students to understand how to take an idea from the creative process to the execution process.
- For students to understand the history of change leadership.
- For students to reflect on the historical similarities and differences in how various leaders have operated and what this is likely to mean for their own professional careers.

“Never doubt that a small group of thoughtful, committed citizens can change the world. Indeed, it is the only thing that ever has.”

Margaret Mead

Session Four: Leadership Execution

Session Four represents the cohort’s ultimate adventure and ultimate opportunity for transformation.

1. *Building Capacity:* The fundamental ethic of servant leadership is building the capacity for servant leadership in all employees in one’s organization. The pre-work for the session includes a personal and professional essay that synthesizes experiences from the prior three sessions with a clear plan to execute on it.
2. *Leadership Plan:* With three sessions as their foundation, PSLI participants recognize a core responsibility to develop and encourage future *exceptional* Public Safety CEOs. Each participant’s leadership plan is his/her culmination of the leadership readings, discussions and personal and team experiences from the past seven months. The essay

serves to prompt one's thinking about the new leadership role (s)he is accepting. The plan should include some of the following points:

Appendices: Table of Contents.....	Error! Bookmark not defined.
Appendix A.....	24
Participants:.....	24
Appendix B.....	25
General John Barry, USAF retired.....	28
Victoria Medvec.....	29
Rob Jolly (Add Bio).....	Error! Bookmark not defined.
Neal Beidleman.....	29
Appendix E.....	34
Appendix K:.....	38
What top leaders say about it:.....	38
ADD Actual outcomes.....	Error! Bookmark not defined.

Appendix A

Participants:

Robinson, J. Grayson	Sheriff	Arapahoe	Arapahoe County
Oates, Daniel J.	Police Chief	Arapahoe	Aurora, CO
Garcia, Mike	Fire Chief	Arapahoe	Aurora, CO
Mullin, John	Fire Chief	Arapahoe	Littleton, CO
Hasler, Steve	Police Chief	Arapahoe	Lonetree, CO
Paletta, Kevin	Police Chief	Jefferson	Lakewood, CO
Wick, Don	Police Chief	Jefferson	Arvada, CO
Greer, Jon	Fire Chief	Jefferson	Arvada, CO
Kilpatrick, William	Police Chief	Jefferson	Golden, CO
Dan Brennan	Police Chief	Jefferson	Wheatridge, CO
Qualman, Daniel	Fire Chief	Douglas	South Metro Fire District
Lane, Tony	Police Chief	Douglas	Castle Rock, CO
Morales, Arturo	Fire Chief	Douglas	Castle Rock, CO
Green, Gary	Fire Chief	Summit	Breckenridge, CO
Rich-Goldschmidt, Wendy	Chief of Police	Weld	Univ. of Northern CO
Brandt, Rick	Police Chief	Weld	Evans, CO
Billings Jr, James	Police Chief	Pueblo	Pueblo, CO
Riley, Christopher	Fire Chief	Pueblo	Pueblo, CO

Appendix B: Instructor and Guest Speaker Biographies

Dr. Lee Rice, and staff of Lifewellness Institute™

Dr. E. Lee Rice, the CEO and Medical Director of Lifewellness Institute, is a pioneer in the field of wellness and preventive medicine. With more than twenty-five years experience as a family physician, Dr. Rice has become one of the premier medical experts on wellness in the United States. In 2001, Dr. Rice founded the Lifewellness Institute, a revolutionary healthcare facility focusing on health promotion. Dr. Rice is a clinical professor at Western University of Health Sciences, the University of California San Diego School of Medicine and San Diego State University. He lectures internationally at medical conferences and to businesses. He also serves as a frequent speaker for executive organizations, including Young Presidents Organization (YPO), World Presidents Organization (WPO), The Executive Committee (TEC) and Vistage International. He has authored numerous medical texts and journal articles in the areas of wellness and sports medicine. Dr. Rice is a Fellow of the American Academy of Family Physicians, the American College of Sports Medicine and the American Osteopathic Academy of Sports Medicine. Dr. Rice's vision for comprehensive health is incorporated into all of his activities and is the guiding principal of the Lifewellness Institute

Kerry Plemmons – Clinical Professor

Kerry is a clinical professor at the Daniels College of Business. He brings over thirty years of experience in entrepreneurship, leadership, business development, and business education. Kerry has an extensive background in international business, including starting operations and franchises in Mexico as well as consulting with a number of businesses overseas.

Kerry has consulted to senior executives at: Environmental Chemical Corporation (ECC), Janus Capital Group, Starz Entertainment, Public Safety Leadership Institute, Anadarko Oil, Intrado, First Data Corporation, Western Union, ProBuild, Abacus/Epsilon, Johns Manville, Kaiser Permanente, Great West Life, The Helsinki School of Economics, The BBC, The University of Ulster, Invest Northern Ireland, Exempla Health, Starbucks, Pour la France!, Colorado Outdoor Education Center, Share Our Strength, Operation Front-line, Food Bank of the Rockies, Water for People, American Animal Hospital Association and others.

Kerry served as the Rocky Mountain Regional Director for Starbucks where he was the leader of over 100 stores, including 50 new stores opened in the region in three years. He had full P&L responsibility, including \$90,000,000 in sales, in addition to staffing stores, and promoting and growing the brand.

Prior to Starbucks, Kerry was President of Pour la France/Café Galileo in Denver and Aspen. Kerry was instrumental in creating this company from the ground up in collaboration with his partners. As the operating partner, his job required finance, marketing, HR and creative skills, and focused on leading the many distinct groups to succeed in business.

At the Daniels College of Business, Kerry teaches graduate level courses in strategic marketing, leadership, innovation, customer relationship management, teamwork, and global business. Kerry is the faculty lead for experiential and outdoor education for all first year graduate students. He has also taught leadership courses in the executive MBA program at the Helsinki School of Economics in Finland, and South Korea.

Kerry received his undergraduate degree in Marketing and Finance from the University of Colorado. He graduated with an Executive MBA from the Daniels College of Business, University of Denver, in 2000.

Rob Jolly – Director and Facilitator, The Nature Place

Rob Jolly taught at the High Trails Outdoor Education Center and at Big Springs Boys' camp (two other divisions of the Colorado Outdoor Education Center, the parent non-profit organization of The Nature Place) for a year before becoming the Director of The Nature Place in 1989. He canoed extensively in Canada while growing up, and received his B.A. in Geology from Miami University. Rob was instrumental in creating the innovative team and leadership development programs that utilize an understanding of natural, human and economic systems.

Currently, Rob's diversions include rehabilitating a house built in 1904, telemark skiing, rock climbing, mountain biking, snorkeling, diving and sailing. Rob's professional interests include actively studying global social, economic, business and environmental trends, and how they relate to the systems in which humans are part of. He also enjoys sharing his knowledge about the local geology and general natural history of the ranch and astronomy.

Dr. Carl Larson

In addition to serving as a core faculty member for the Advanced Leadership Training Program of the Regional Institute for Health and Environmental Leadership, Carl Larson is Professor Emeritus of Human Communication Studies and past Dean of Social Sciences at the University of Denver. He earned his B.A. degree (1961) in Speech and Drama at Idaho State University and both his M.A. degree (1962) and Ph.D. (1965) in Communication at the University of Kansas. Carl has worked as a teacher or trainer for over 40 years, starting as a graduate student instructor in Human Relations. In 1997, Carl received the Driscoll Master Educator Award, given by the students of the University of Denver. Today he is in demand as a master trainer in the areas of teamwork, negotiation, conflict resolution, and other leadership skills. Larson has served as an advisor or consultant to private corporations and to the FBI, NASA, the U.S. Centers for Disease Control and the U.S. House of Representatives Committee on Foreign Affairs. As a human communication expert, he has worked on a broad range of subjects, including mental health, law enforcement, youth work training, diabetes, aging and environmental decision-making. Some of his favorite projects in Colorado have involved regional transportation planning and nurse home visitation for young, low-income first-time mothers.

Larson's main research activities have focused on groups and teams, and on negotiation and collaborative processes. He has co-authored eight books on communication, including *Teamwork: What Must Go Right/What Can Go Wrong*, with Frank LaFasto (Newbury Park, Calif.: Sage 1989), *Successful Communication and Negotiation*, with Alvin Goldberg (Gardena, Calif.: International Right of Way Association, 1992) and *Collaborative Leadership* (with David Chrislip) published by Jossey-Bass in 1994. His newest book is *When Teams Work Best: 6000 Team Members and Leaders Tell What it Takes to Succeed* with Frank LaFasto (published by Sage Publications in 2001).

Most recently, Larson has completed a research project for The Colorado Trust in which he studied six of their initiatives and the role collaboration played in those initiatives. His current

research is focused on two projects for the Community Health Initiative. Carl is married and has three children and two grandchildren.

Dr. Dave Levy

Dr. Dave Levy is an Associate Professor of Management at the United States Air Force Academy and holds a Ph.D. in Organizational Behavior from Cornell University. He served on active-duty with the Air Force and later worked as an organizational change consultant for both KPMG and Grant Thornton. He is a renowned speaker in the field of adaptive leadership. He is a co-author of “The 52nd Floor: Thinking Deeply About Leadership” (ISBN: 978-098201850-7) and a Managing Principal with the RSC Consulting Group.

Dr. Jim Parco

Dr. Jim Parco is a Professor of Leadership and Strategy at Air Command and Staff College. He is currently on active-duty with the US Air Force (as a lieutenant colonel). He has served on the National Security Council at the White House and with the American Embassy in Tel Aviv. He holds an MBA from the College of William and Mary and a Ph.D. from the University of Arizona. He is widely published in the fields of game theory and decision-making. He is a co-author of “The 52nd Floor: Thinking Deeply About Leadership” (ISBN: 978-098201850-7) and a Managing Principal with the RSC Consulting Group.

Kelsey Johnson

Director of Executive Education at the Daniels College of Business

Colonel Earl Clark US Army retired

Earl E. Clark (1919-) was born July 3 in South Londonderry, New Hampshire. Clark's early experiences with the Boy Scouts of America contributed to his life-long love of mountaineering. He earned an Eagle Scout award when he was only 15 years old. In late 1941, Clark applied through Charles Minot "Minnie" Dole for acceptance into the U.S. Army's then recently activated ski troops. Upon acceptance, Clark enlisted in the Army in March 1942 and was assigned to the 87th Mountain Infantry Regiment, which later became part of the 10th Mountain Division. Scouting prepared Clark well for military life and factored greatly in his selection for Officers Candidate School at Fort Benning, Georgia where he was commissioned a Second Lieutenant. Returning to the 87th Mountain Infantry Regiment, Clark participated in combat operations on Kiska Island in the Aleutians and in Italy.

When the 10th Mountain Division was inactivated in November 1945, Clark chose to serve in the Active Army Reserve. He retired as a Lieutenant Colonel in 1963. Despite his retirement, Clark remained extremely active in military affairs. In 1979, he was inducted into the U.S. Army's Infantry School Hall of Fame at Fort Benning, Georgia. As of 2008, Clark continued to hold an honorary rank of "Colonel of the Regiment" with the current 10th Mountain Division.

Clark became a charter member of the Rocky Mountain Chapter of the National Association of the 10th Mountain Division and served as Chapter President in 1962. From 1971 to 1978, Clark served as President of the National Association of the 10th Mountain Division and

managed its reorganization. He has also served as National Chairman of the Association's Board of Directors and continues (2008) to serve as Chairman Emeritus. Clark helped to organize numerous veterans' reunions, both in the United States and in Europe, and has served on countless committees.

Clark was instrumental in founding the International Federation of Mountain Soldiers, an organization that brings together active mountain soldiers and veterans from many nations. He has been inducted into both the Colorado and Vermont Ski Halls of Fame.

Clark joined the Penn Mutual Life Insurance Company in 1951 and retired after 31 years of service. During a stellar career, he worked in several states, including Colorado. Clark was honored in 1963 when he won the President's Award, which was given to the "most outstanding Penn Mutual agency in the United States." In October 1968, the Penn Mutual Board of Trustees elected Clark Vice President of Agency Operations. Following his retirement, Clark continued to work as a financial consultant.

In addition to business and 10th Mountain Division activities, Clark has been active in community affairs. He served as Area Commissioner of the Boy Scouts of America, Vice President of the Denver Chamber of Commerce and Chairman of the Chamber's Military Affairs Committee. Clark held numerous other positions including President of the Sales and Marketing Executives of Denver, President of the General Agents and Managers Association and President of the Reserve Officers Association. He was also President of the Pinehurst Country Club, Littleton, Colorado.

Clark married Betty M. Grunwald in 1948 and they have one son, Craig D. Clark. (Source:http://eadsrv.denverlibrary.org/sdx/pl/doc-tdm.xsp?id=TMD8_d0e35&fmt=text&base=fa)

General John Barry, USAF retired

Maj. Gen. John L. Barry is Director, Plans and Programs, Headquarters Air Force Materiel Command, Wright-Patterson Air Force Base, Ohio. General Barry is a 1973 honor graduate of the U.S. Air Force Academy. He graduated from Fighter Weapons School, and was a test and evaluation pilot at Nellis Air Force Base, Nev. He was selected a White House fellow at NASA during the Challenger disaster and served as the Military Assistant to the Secretary of Defense during operations Desert Shield and Desert Storm, and the dissolution of the Soviet Union. He has commanded an Air Force fighter squadron, and in a combat zone, a fighter operations group and a composite wing. He served as commander of Air Force forces where he led the recovery of a wing following the Blackhawk shootdown at Incirlik Air Base, Turkey.

Between wing commander positions, General Barry served as the Director of Strategic Plans and Programs at the U.S Air Forces in Europe command. He served as Commander of the 56th Fighter Wing at Luke Air Force Base, Ariz., the largest fighter wing in the United States. During his tenure, he led the largest engine recovery in U.S. Air Force history while still graduating more than 1,500 fully trained fighter pilots. Prior to assuming his current position, General Barry served as Director of Strategic Planning, Office of the Deputy Chief of Staff for Plans and Programs, Headquarters U.S. Air Force. The general is a member of the Council on Foreign Relations. He is a command pilot with more than 3,000 flight hours in the F-4 and F-16, including more than 270 hours of combat time in support of operations Southern Watch and Provide Comfort over Iraq.

Dr. Victoria Medvec

Dr. Medvec is Founder & Executive Director, Center for Executive Women, Kellogg School of Management, Northwestern University. She is the Adeline Barry Davee Professor of Management and Organizations at the Kellogg School of Management at Northwestern University, as well as a founder and the Executive Director of the Center for Executive Women at the Kellogg School. The Center focuses on moving more women onto corporate boards and into senior leadership positions in Fortune 1000 companies. She speaks across the country on topics relating to women in leadership, corporate governance, and board decision-making.

As CEO of Critical Decision Partners, she teaches negotiations and strategic decision making to CEOs and senior-level executives from companies around the world.

Dr. Medvec's clients include General Electric, Merck, McKinsey, Fidelity Investments, McDonalds, Bristol Myers Squibb, CBRichard Ellis, Hewlett Packard, 3i, DDB, Exelon, Abbott Labs, Ernst & Young, BP, PWC, Leo Burnett, Booz Allen and Hamilton, Cosmopolitan Magazine, Kaiser Permanente, Baker & McKenzie, United Healthcare, Akzo Nobel, YPO, DraftFCB, SAC, Novartis, Shell, Warburg Pincus, and Microsoft.

A renowned scholar in the areas of negotiations and decision making, her research is published in top academic journals such as Psychological Review, highlighted in numerous popular media outlets including the Wall Street Journal, the New York Times, the Washington Post, and the Today Show.

Dr. Medvec serves on the board of directors and the Compensation Committee for Guaranty Financial Corp., a publicly traded company. She also serves on the advisory board for Shields Meneley Partners, a private global career management company specializing in CEO transition.

Neal Beidleman

http://www.rockymountainnews.com/drmn/other_recreation/article/0,2777,DRMN_23950_4829498,00.html

“Ten years after he inadvertently became part of one of the most notorious expeditions in mountain-climbing annals, Neal Beidleman is living life to the fullest. His self-run engineering business is flourishing. His wife and two children are as much a part of his life as any father would hope. And he remains an avid outdoorsman, though probably on a slightly smaller scale. But one part of his past never will go away entirely.

The Aspen-based Beidleman is a key character in the Jon Krakauer book *Into Thin Air*, a first-person account of a 1996 disaster on Mount Everest. The popular nonfiction book chronicles the post-summit deaths of 12 climbers who reached the mountaintop too late in the day May 10 and encountered a ferocious storm in their attempt to retreat. Beidleman was a U.S. guide whose voice of reason often went unheard because he was not the No. 1 guide. New Zealander Rob Hall, a well-known guide considered first-rate, made many questionable decisions during the journey, including allowing a group of climbers to push to the summit past 2 p.m., an unwritten taboo on Everest because it doesn't allow climbers enough time to descend to the closest camp before nightfall.

For much of the past decade, Beidleman has been questioned about the experience. One certainty is his voyage - and the ensuing exposure it received from *Into Thin Air* and an IMAX

movie constructed from footage of a separate expedition the same year - has reshaped the way climbers perceive Mount Everest. Beidleman believes the exposure might have had a reverse effect. Instead of deterring climbers, it has made more people want to attempt Everest because of the increased challenge factor. "All the coverage certainly brought it to the public's attention," Beidleman said. "I can't help but think more people have gone to the mountain because of the exposure. Everest, the mountain, has been known about for a long time, the altitude and what people go through up there, but it was more esoteric, a little more obscure before.

"But with the IMAX film, *Into Thin Air* and all the other pieces written about 1996, the public knows a lot more about Everest now. I'm sure that has inspired more people to think about Everest as something to do." The tragic experience never ruined Beidleman's zest for the outdoors. He still rock climbs, does some extreme skiing and occasionally scales a peak. "I've been doing a lot of rock climbing, but I don't get to the Himalayas as much as I should," said Beidleman, whose only trip to the Himalayas was in 2000, an unsuccessful attempt to reach the summit of Annapurna.

Beidleman won't say he could have saved more lives had he been first on the chain of command, nor would he imply that either of the people above him in the hierarchy of guides was incompetent. "There certainly is that element (of people blaming) Rob Hall and Scott Fischer, who are both gone now because of that climb," Beidleman said. "As leaders, they certainly bear some responsibility for the outcome. But it was a very complicated set of circumstances and there were a lot of people involved."

"I have nothing against Everest myself. The tragedy that happened to us wasn't because the mountain had some evil personality or anything beyond just being a mountain. The reason I would not go back is not because of what happened to us. It's just because it's not the type of thing that I'm interested in climbing right now."

About Everest: Mount Everest, at 29,029 feet, is the highest peak in the world. While the National Geographic Society has determined it to be 29,035 feet, the Nepalese government has not made the altitude official. The mountain is located in the central Himalayas on the border of Tibet and Nepal. Shifting tectonic plates cause Everest and the Himalayan range to rise several inches each year.

Sources: Www.Teameverest03.Org,

Appendix C:

Public Safety Group One, Week One - Overview

<u>Sun, 10/05/08</u>	<u>Mon, 10/06/08</u>	<u>Tue 10/07/08</u>	<u>Wed, 10/08/08</u>
<p>Travel to The Nature Place Check-in 14:00</p>	<p>8:30 Self Leadership/ Self Awareness –EQ and Leadership Intelligence Read prior to session: “Leadership that Gets Results” from the (Course Pack) 11:00 Team Building Exercise - Low Ropes and Intro to Nature Place</p>	<p>8:30 Values Based Followership Read prior to session: “The Five Practices of Exemplary Leadership” “10 Steps to a Courageous Conscience” “The Discipline of Building Character” 11:00 High Ropes</p>	<p>8:30 Leadership Under Stress Read prior to session: “Everest” – Decision Making “Lessons From Republican Rome” 10:30 Competitive Orienteering 11:30 Debrief the Competition</p>
<p>15:00 Laying the Foundation Introductions and Overview Why This Course, Why The Nature Place Daniels Leadership Development Model Why Daniels College of Business Course Overview Ice Breakers and Commitments Insights Discovery System</p>	<p>15:00 Servant Leadership Read prior to session: “The Servant as a Leader” by James Autry introduction (xii – xvii), chapter 1 and chapter 3. 17:30 Journaling</p>	<p>15:30 Guest Speaker 17:30 Journaling</p>	<p>12:30 Introduction to 2+2 Feedback Format 1:00 2 + 2 and Journaling 2:00 Final Exam Takeaways, Summarize and Close, Evals Assignments and Material for Session 2 Commitment Ceremony Travel Home (15:00)</p>
Dinner (18:00)	Dinner (18:00)	Dinner (18:00)	
19:30 Collaboration and Brainstorming exercises	19:00 Leadership Video “Remember the Titans”	19:00 IMAX Everest Video & Neal Beidelman, Mount Everest Guide from 1996	

Appendix D: PSLI, Session 2

Sunday December 7, 2008	Monday December 8, 2008	Tuesday December 9, 2008	Wednesday December 10, 2008
	Breakfast (7:00-8:00)	Breakfast (7:00-8:00)	Breakfast (7:00-8:00)
Travel to La Foret Check-in and be ready to leave for Air Force Academy by 14:30	8:00 leave for AFA 8:30 Team Building Exercise - Eagle's Peak	8:00 leave for AFA 8:30 Echoes of Mind 9:15 "How Do We Know What We Know" 9:30 Judgment and Decision Making 11:00 Cuban Missile Crisis case study	8:00 leave for AFA 8:30 Good to Great and 7 Habits of Highly Effective People Army Crew Case Study Lee Rice - expectations discussion for next session
	12:00 Lunch	12:00 Lunch	12:00 Lunch
14:30 Depart LaForet (Introductions on bus) 15:00 Tour of Academy 16:30 Arrive at Doolittle Hall - What is Leadership – facilitated discussion on "The Manifesto" 17:30 Return to La Foret	13:00 – 17:00 Echoes of Mind and Levels of Learning Adaptive Leadership Exercise Read and discuss "The Thespian" 17:00 Return to La Foret	13:00 – 17:00 Team Leadership with Carl Larson 17:00 Return to La Foret	13:00 Expertise Exercise 14:00 Looking Back and Looking Forward/Wrap-up Ceremony
Dinner (17:30 – 18:30)	Dinner (18:00)	Dinner (18:00)	
18:30 Looker-Feedback	19:00 Leadership Video "Fire on the Mountain" and Guest Speaker, Colonel Earl Clark	19:00 Guest Speaker, General John Barry	

Appendix E: PSLI, Session 3

Sunday February 1, 2009	Monday February 2, 2009	Tuesday February 3, 2009	Wednesday February 4, 2009
7:00 Biometric Testing (continued as needed)		6:45 Morning Workout (optional)	
7:30 Breakfast	7:30 Breakfast	7:30 Breakfast	
8:00 The Realist's Guide to Nutrition: Part 1 9:00 What Everyone Should Know About Exercise 10:00 Physical Activity (Workshop) 11:00 The Physiology of Stress	8:00 Negotiations with Victoria Medvec	8:00 Understanding Your Resu 10:00 Physical Acti (Workshop) 11:00 Creating Your Game Pla 12:00 Logistics for Session 4	
12:00 Lunch	12:00 Lunch	12:30 Lunch	
Arrive between noon and 1 pm 1:00 Biometric Testing 3:00 Intro to Lifewellness University 4:00 Superbowl	1:00 The Heart of the Matter: Cardiovascular Disease 2:00 Cancer Prevention: Myth v. Fact 3:00 Physical Activity (Workshop) 4:00 Sports Medicine: From Ouch to Ahh 5:00 The Realist's Guide to Nutrition: Part 2	1:00 Negotiations 4:00 Turning Point: Stress Less (Workshop) 5:00 Being in the Now! (Meditation Workshop) 5:30 Group Stretch	1:00 Leading cha with Kerry Plemmons 2:30 360 Feedback Session wrap-up
Dinner	6:00 Dinner	6:30 Dinner	
7:00 Emergenetics	7:00 Movie	7:30 Leadership and Teamwork	

Appendix G: Insights - What It Is

“The Insights Discovery System is a self-reporting, nonjudgmental (does not assign a "good" or "bad" connotation) psychological instrument. It is designed to sort people according to their preferences in three areas: where people get their energy (internally or externally), how people perceive their surroundings (detailed or intuitive), and the basis of their decision making (logic or value driven).

Insights is based on Carl Jung's research. Dr. Jung believed that an individual's behavior reflects a pattern that indicates a person's preference for their energy source, data collection, and decision making

The self-reporting and self-validating done via Insights sorts people on three areas. The first area is extraversion or introversion. The person who indicates a preference for extraversion is one whose energy is directed outward and prefers to interact with people and things. A person who indicates a preference for introversion is one whose energy is directed inward and prefers concepts and ideas. In the former case, a person "speaks before he/she thinks" and in the latter case, a person "thinks before he/she speaks."

What benefits do the students get from using Insights? The results are individually affirming, eye-opening, barrier-breaking, and communication-enhancing. The emphasis is always on the strength of the preference and the fact that differences in people are strengths not weaknesses. Arguably the biggest single benefit is that the results of Insights affirm that we are all unique and that each of us has a gift to offer. It helps people understand themselves and those with whom they come in contact. Additionally, because the Insights does not put individuals in a "box," people have a better understanding of the basis for certain behaviors and a healthy appreciation for the uniqueness that each person offers.” (Source: Dr. Barbara Kreisman white paper)

Appendix H: Emotional Intelligence

Emotional Intelligence is the ability to manage ourselves and our relationships effectively through awareness of and effective response to our emotions. Emotional Intelligence is central to our effective performance.

- Communications – Helps us align messages and convey meaning
- EI abilities are distinct from, but complementary to, academic intelligence, as measured by IQ
- Intellectual and Emotional Intelligence express the activity of different parts of the brain

Emotional Intelligence Domains

	Personal Competence	Social Competence
What I See	<p><u>Self-Awareness</u> <i>Can I accurately identify my own emotions and tendencies as they happen?</i></p>	<p><u>Social-Awareness</u> <i>Can I accurately identify your emotions and tendencies as I interact with you or a group?</i></p>
What I Do	<p><u>Self-Management</u> <i>Can I manage my emotions and behavior to a positive outcome?</i></p>	<p><u>Relationship Mgmt</u> <i>Can I manage the interaction I have with others constructively and to a positive outcome?</i></p>

Adapted From Primal Leadership.

Appendix J: The Nature Place: A Conference and Education Center

The Nature Place, designated by the National Park Service as a National Environmental Study Center, is a unique, non-profit conference and meeting facility, dedicated to leadership and team development, providing experiences in natural history and studies of natural systems.

A retreat to The Nature Place is a deeply gratifying and transformative experience. Our outdoor experiential learning techniques engage and connect individuals with nature, their inner-self and their team — empowering them to become more effective leaders in their organizations, communities and families. We work with corporations, non-profit and educational institutions to plan a customized group experience, which effectively meets your organizational goals. The Nature Place also features natural history programs, experiential and environmental training for corporate clients. Located in the mountains, just 40 miles west of Colorado Springs, The Nature Place is convenient to organizations on Colorado’s Front Range.

The portfolio of leadership training activities at The Nature Place provides an unparalleled curriculum for leadership training and development. Designed and led by The Nature Place, these experiential learning programs enable leaders to establish a vision for the future, inspire and empower colleagues, and cultivate and celebrate both personal growth and organizational change. The natural mountain setting offers a unique venue where, combined with the training activities, participants are reawakened to respect and develop interconnections between people, and to learn valuable perspectives from the community of nature.

Appendix K: The 52nd Floor: Thinking Deeply About Leadership

David A. Levy, James E. Parco, Fred R. Blass (ISBN 978-098201850-7)

"Hi, Steve. What are you working on?"

"I'm doing a report that's due tomorrow."

Squinting to see the computer screen, the first manager says, "That looks like stuff that I'm responsible for. How come I've never seen this report? Is it something new?"

The second manager shrugs his shoulders. "I've been doing it for three years. I don't know who's on the distro list."

"What do you do with it?", the first guy asks.

"I send it to the senior vice president's secretary on the 52nd floor."

"What does she do with it?"

"I have no idea."

Anyone who has worked for a large organization understands that bureaucracies demand to be fed. Some of these bureaucracies can develop insatiable appetites, and when they do, the defining aspect between success and failure is often good leadership.

But what is good leadership?

Leaders are responsible for making sense of the ambiguity that emerges from the complex relationships that define organizations. They provide the frames to help us understand what we see. But when meaning and purpose begin to fade from the day-to-day tasks, special projects and reports, we are left to wonder whether we are observing mere "nonsense" or something else we just don't understand.

How can we know?

We must ask questions -- good questions.

Any meaningful attempt to understand the complexities of organizational life requires considerable reflection upon one's own thinking. Through a collection of stories, *The 52nd Floor: Thinking Deeply About Leadership* takes readers on a reflective journey where they can discover for themselves the right questions to ask to create a path to become a better leader.

Welcome to The 52nd Floor.

What top leaders say about it:

Whether in the locker room or the board room, on the field or in the office, leaders constantly influence behavior. This book is ideal for anyone who has ever wondered about what it means to lead. Levy, Parco, and Blass, have given us much to think about – their book is a winner!

Coach Bobby Bowden
College Football Hall of Fame

"Thinking Deeply About Leadership" is a perfect subtitle for this book. Why? Because as you read and get actively involved with the process which Levy, Parco, and Blass created for the reader, you will think deeply about what leadership means to you. This book on leadership is all about you and your leadership point of view, not about the authors' and their leadership point of view. Wow! What a learning opportunity.

Ken Blanchard
Coauthor, *One Minute Manager & Leading at a Higher Level*

For more information, visit www.the52ndfloor.com.