

THE CLARION INSTITUTE AT  
OCEAN HOUSE

THE LEADERSHIP HORIZON SERIES  
2011

## SESSION ONE: THE FUTURE (AND/OR THE END) OF MANAGEMENT

This workshop explores the future state of business management.

Gary Hamel ([The Future of Management](#)) suggests that the management practices which made American business so successful in the Twentieth Century are now obsolete. Thomas Stewart and others suggest that knowledge and knowledge workers are now the primary determinants of wealth creation; and that business leaders are in the infancy stage of discovering the new organizational structures required to manage knowledge. Complexity science suggests that the fundamental justification for large, top down hierarchical structures may no longer be valid in a world of global, networked market competition.

This workshop is designed to stretch your thinking. It will offer senior leaders the opportunity to explore provocative ideas from leading management thinkers and apply them to their current business challenges. Participants will learn from the experience of their peers as well as from advisors of The Clarion Group. The workshop will combine short readings, content presentations (frameworks, company examples, etc.) and application of concepts to current business issues through a mixture of group discussions and individual reflections.

Dates: March 24th and 25th, 2011

Total cost: \$2,300 for workshop, food and lodging at the Ocean House

## SESSION TWO: CLOSING THE LEADERSHIP COMPLEXITY GAP

IBM's 2010 CEO Survey states that the rapid escalation of complexity is the largest challenge facing global leaders today. Their enterprises are not equipped to cope effectively: CEOs are now confronted with a Complexity Gap, and the learning curve is very steep. The survey identified creativity as the single most important leadership competency required to close the gap. Creative leaders invite disruptive innovation, encourage others to drop outdated approaches and take balanced risks. They are open-minded and inventive; comfortable with and committed to ongoing experimentation.

This workshop offers participants a unique opportunity to simultaneously explore the complexity gap through two seemingly different paths:

1. To clarify more precisely what it means to say "business is complex" by seeing it through the lens of scientific theory: understanding global markets and business organizations as Complex Adaptive Systems.
2. To experiment with techniques that offer some promise of cultivating an elusive leadership competency of openness and creativity: through mindfulness meditation.

These two paths converge in the business leader. The human mind inside a business leader is perhaps the single most Complex Adaptive System in the universe. And we know more about how the brain works than ever before; we can observe, through MRI imaging, the positive impact of training the brain through meditation techniques. These revelations have made their way into the world of business. Harvard Business School professor William George is fusing Western leadership with Eastern wisdom by using Buddhist Mindfulness Meditation to develop leaders who are self-aware. Columbia Business School professor William Duggan teaches that Buddhist mental discipline is a path to develop strategic brilliance, marked by flashes of insight that arise from the capacity for presence of mind.

The workshop is led by a partner of The Clarion Group with 30 years of experience in Buddhist meditation practice. The workshop will combine short readings, content presentations and discussions, periods of individual reflection, as well as instruction in Mindfulness Meditation and silent meditation practice. The natural beauty and setting of the Ocean House is especially conducive to mindfulness practice in nature as well.

Dates: April 7th and 8th, 2011

Total cost: \$2,600 for workshop, food and lodging at Ocean House

## SESSION THREE: THE UNIQUE LEADERSHIP RESPONSIBILITY OF BOARDS

Ram Charan and others describe the transformation and shift of power that Boards have experienced in the past decade, due in part to past failures and the introduction of Sarbanes-Oxley. Boards have increasing power and responsibility to do the right thing, but are not always well equipped to do so based on historical performance. Charan suggests (Fortune, Oct 2010) that Boards rarely spend sufficient high-quality time on their most important responsibilities such as strategy, understanding the company's changing environment, development of leadership talent, CEO assessment, and the succession process. At the same time, Boards are characterized by leadership challenges of their own, often complicated by unclear social, decision making and power structures.

This workshop is an opportunity for those serving on Boards to more deeply explore their current challenges and unique responsibilities. Based on its experience working with senior leadership teams, Clarion advisors will offer insights and perspectives on:

- How best to understand and evaluate the company's management processes, including succession planning, talent development and strategy.
- Proprietary framework for understanding individual leadership talent.
- Overview of the unique responsibilities of senior leadership that differentiate high performing teams.

The workshop will offer participants an opportunity to reflect upon the unique responsibilities of the Board, distinct from senior management. It will combine content presentation and group discussion, opportunities to network and learn from peers, some short readings, and time for individual reflection.

Dates: April 15th and 16th, 2011

Total cost: \$2,300 for workshop, food and lodging at Ocean House

## LEADERSHIP IN HOSPITALITY

The Clarion Institute and Ocean House have partnered to present a series workshops specifically designed for professionals in the field of Hospitality. The Clarion Group advisors offer a unique perspective on leadership performance based on their experience in advising business leaders in the challenges faced across multiple industries. Leadership in Hospitality offers the opportunity for in-depth reflection and dialogue with peers around provocative ideas in the world of business and insights from best practices in other industries.

### **SESSION FOUR: THE HOSPITALITY GM AS CEO**

The Clarion Institute and Ocean House have partnered to present this workshop specifically designed for professionals in the field of Hospitality. The Clarion Group advisors offer a unique perspective on leadership performance based on their experience in advising business leaders in the challenges faced across multiple industries.

What can the Hospitality GM learn about the execution of leadership responsibility in hospitality from high performing CEOs in other industries? In this workshop, Clarion advisors use an Operating Model framework to help GMs examine and balance their many challenges and responsibilities. For example, the discussion will include ways to approach the strategic challenge of growth and brand differentiation in difficult, competitive markets. Clarion advisors share their insights around the unique responsibilities that distinguish high performing senior teams in business. GMs are also invited to apply and reflect upon The Clarion Group's framework for individual leadership competencies to their CEO-like leadership roles in hospitality. The workshop will combine the application of best practices from other industries, dialogue with industry peers and time for individual reflection.

Dates: May 5th and 6th, 2011

Total cost: \$2,600 for workshop, food and lodging at the Ocean House