Leveraging Leadership

Driving Competitive Advantage through Development

with Jay Conger, Alec Levenson, and Peter Schneider

October 10-11, 2007
Since its founding in 1979, the Center for Effective Organizations (CEO), at USC’s Marshall School of Business, has been at the forefront of research on a broad range of organizational effectiveness issues. CEO’s mission is to bring together faculty and executives to jointly research critical organizational issues that involve the design and management of complex organizations. Its leading-edge research in the areas of organizational effectiveness and design has earned it an international reputation for research that influences management practice and makes important contributions to academic research and theory.

CEO works with companies to research and develop new knowledge on organizational effectiveness issues such as organizational development, organizational learning and change, leadership development, strategic human capital management, reward systems, performance management, human capital management, employee involvement, team designs and virtual work, corporate governance, and organization design. By actively involving companies as research partners, CEO’s research yields practical, theory-based knowledge that enables companies to design and implement changes that improve their effectiveness and competitiveness. CEO’s research is the foundation for its educational and certificate programs.

Certificate in Human Capital and Effective Organizations

The Center for Effective Organizations (CEO) now offers a certificate program in Human Capital and Effective Organizations. The program is aimed at mid-level, high-potential HR executives and includes an integrated curriculum that focuses on vital competencies for those aspiring to careers in strategic HR. CEO seminars such as Leveraging Leadership, Strategic Organization Design, Executing Strategy and Complex Change, Strategy Analysis, and HR Metrics and Analytics count toward credit for the certificate.

CEO seminar faculty are recognized global thought leaders in the areas of organizational effectiveness and design, HR strategic excellence, leadership, talent management, and measurement and analytics. Their seminars draw on extensive field research and the practical application of these research findings in many of today’s leading companies. CEO’s certificate program offers participants a useful perspective and the expertise and knowledge gained from over 25 years of CEO’s research.

Corporate ‘best practices’ and real-life experiences from company presenters are incorporated into the program.

The Leveraging Leadership seminar fulfills one of the requirements for CEO’s Certificate in Human Capital and Effective Organizations. For more information about the certificate, please call CEO at (213) 740-9814 or visit our web site.

http://ceo-marshall.usc.edu/hceo
Organizations are realizing that leadership development can play a critical role in promoting competitive advantage.

However, moving from a developmental mindset towards a competitive advantage mindset demands important changes in how we deploy educational programs and leadership development tools. In this seminar, we will examine critical lessons about how to design development experiences that deliver a competitive edge.
Seminar participants will learn to:

- Design leadership development architectures and initiatives that accelerate competitive advantage.
- Create strategic alignment among the most senior leaders within an organization to ensure competitive advantage.
- Support large scale organizational change processes through strategic learning and leadership development interventions.
- Integrate leadership development efforts with other key initiatives of the business.
- Identify the leadership competencies that matter for your organization’s strategic performance.
- Deploy developmental processes such as 360 tools and on-boarding programs to build competitive advantage.
- Apply measurement principles to leadership development initiatives to make better decisions on program designs and development investments.
- Examine the latest thinking on the topic of leadership.

This seminar will push your thinking about the new frontier of leadership development based on competitive advantage. Drawing upon research and experience with pioneering organizations, this hands-on, practice-oriented workshop will prepare you to recast your leadership development processes to deliver competitive advantage for your organization. In addition, we will examine current ‘hot models’ in the leadership field so that you are up-to-date on the latest thinking.
Who Should Attend

Unlike many other leadership development seminars, this seminar is for those with strategic responsibility for designing and leading your organization's leadership development process. Internationally renowned leadership development expert Jay Conger is the faculty leader for the seminar. He is joined by measurement expert and CEO colleague Alec Levenson and the UBS Leadership Institute's Peter Schneider. Group discussions and consulting sessions will allow you to share real-life experiences with other participants as you apply development practices, frameworks, and tools to your specific situation.

Agenda

Day 1: AM
• Introductions and overview of the program
• Rethinking leadership development – the competitive advantage frame
• The UBS One-Firm Initiative: Harnessing leadership development to drive competitive advantage
• Application to your situation

Day 1: PM
• Identifying the leadership competencies that matter for competitive advantage
• Measuring the effectiveness of your leadership development initiatives
• Application to your situation
• Cocktails and dinner

Day 2: AM
• Deploying leadership development processes for competitive advantage: Opportunities and dilemmas
• Application to your situation

Day 2: PM
• The new leadership models: Implications for your initiatives
• Going back: Action planning for your own situation
The workshop draws on the internationally recognized faculty at USC’s Center for Effective Organizations and highly renowned practitioners.

CEO faculty member Jay Conger has over two and a half decades of experience in the leadership development field and has worked with over two hundred organizations. CEO faculty member Alec Levenson is an expert in applying measurement to improve developmental processes in organizations. Peter Schneider has been involved in the UBS Leadership Institute since its founding in 2002. He has led the development and implementation of several of the Institute’s most important leadership programs.

Jay Conger is Senior Research Scientist at the Center for Effective Organizations, Marshall School of Business, University of Southern California and the Henry Kravis Research Chair Professor of Leadership at Claremont McKenna College. Formerly the executive Director of the Leadership Institute at the University of Southern California, Jay Conger is one of the world’s experts on leadership. He has worked with more than two hundred organizations worldwide on leadership development. In recognition of his extensive work with companies, Business Week named him ‘number five’ on its list of the world’s top ten management educators. Business Week also called him the best business school professor to teach leadership to executives. Author of over ninety articles and book chapters and twelve books, he researches leadership, organizational change, boards of directors, and the training and development of leaders and managers. His articles have appeared in Harvard Business Review, Organizational Dynamics, Business & Strategy, Leadership Quarterly, Academy of Management Review, and Journal of Organizational Behavior. His best known books on the topic of leadership development include
Growing Your Company’s Leaders: How Organizations Use Succession Management for Competitive Advantage, Building Leaders: How Successful Companies Develop The Next Generation, and Learning to Lead which has been described by Fortune magazine as “the source” for understanding leadership development. He has taught at the Harvard Business School, INSEAD (France), the London Business School, McGill University, and the University of Southern California. He has been awarded by the Center for Creative Leadership their H. Smith Richardson Fellowship for his research on leadership.

Alec Levenson is Research Scientist at the Center for Effective Organizations, Marshall School of Business, University of Southern California. His research focuses on the economics of human resources and organization design; HR and human capital metrics, analytics and return on investment; and strategy. Topics include estimating the strategic and financial impact of HR and human capital; measuring and maximizing the economic value of leadership development, including executive coaching; aligning competency systems with strategic and bottom-line objectives; identifying attraction, retention, motivation and productivity drivers for key talent pools; measuring the economic value of human capital gained on the job; building analytic capabilities within the HR function; measuring the return on investment to globally distributed software development; how companies manage for success in times of adversity; and contingent work. Dr. Levenson works with companies to improve the quality of human capital analytics and increase the efficacy of HR programs and practices, including Booz•Allen & Hamilton, Capital One, Cisco Systems, Frito-Lay, Motorola, Pfizer, PricewaterhouseCoopers, Royal Bank of Canada, and Sun Microsystems. His research has been published in numerous academic outlets and has been featured in The Wall Street Journal, The Economist, CNN, U.S. News and World Report, National Public Radio, Los Angeles Times, and Marketplace. He has received research grants from the Sloan Foundation, Russell Sage Foundation, Rockefeller Foundation, National Science Foundation, and National Institute for Literacy. Dr. Levenson received his Ph.D. and M.A. in Economics from Princeton University.
Peter Schneider, Director within the UBS Leadership Institute, is part of the team that develops and implements Talent Management & Development Strategies globally for the financial services company UBS. The UBS Leadership Institute’s mission is to develop and align exceptional talent to enable UBS to be the world’s best financial services company.

From the creation of the UBS Leadership Institute in 2002, Peter was involved in designing and executing most of the strategic organizational change initiatives facilitated through the Leadership Institute, including the Global Leadership Experience programs, the Annual Strategic Forum of UBS’s top seventy leaders and the Senior Leadership Conferences. He co-designed and implemented a global UBS High Potential program for mid-level managers. Peter led the project of the Harvard Business School case study on UBS. Currently, Peter manages the design and roll-out of a cross Business Group management program with 120 modules and 1400 participants. After working in Germany, he worked for UBS in Switzerland prior to moving to NYC in 2000. Throughout his career with UBS, Peter worked in most of UBS’s Business Groups, including Global Wealth Management and Business Banking, Investment Bank and Corporate Center.

Prior to his career in HR, Peter worked as a banker for five years with Commerzbank in Germany. He holds a Master of Psychology from the University of Konstanz, Germany. Currently, Peter is a doctoral student with the specialization of ‘Instructional Design’ at Capella University in Minneapolis.
Registrations will be accepted in order of receipt. Space is limited. To register, complete and return the enclosed registration form. You may fax your registration in advance and send the original with your check.

Cancellations prior to the registration deadline will result in a cancellation fee of $200. After that time 50% of the fee will be refunded.

Registration Fee:
$1,950 per person / CEO Sponsor Companies
$2,350 per person / Non-Sponsor Companies
(See inside back cover for sponsor list)

Payment in advance is required. Checks should be made payable to the Center for Effective Organizations. We accept Visa, MasterCard, and Discover Card (sorry, the University does not allow us to accept American Express). Please complete and sign the credit card payment section on the registration form.

Location/Schedule
We will meet at the Manhattan Beach Marriott, 1400 Parkview Avenue, Manhattan Beach, CA. Phone: (310) 546-7511; Fax: (310) 546-7520. The Manhattan Beach Marriott is located near the beautiful Pacific Coastline and features its own golf course. The hotel is approximately 10 minutes from Los Angeles International Airport.

Continental breakfast and lunch will be served each day. There is a cocktail reception and dinner on Wednesday, October 10.
Hotel Accommodations

Hotel reservation deadline: September 18, 2007

Hotel reservations should be made by the participant. A block of rooms has been reserved at the Manhattan Beach Marriott at a special rate of $175/single per night. In order to receive this special rate, you must mention CEO/USC. These rooms are available on a first-come, first-served basis until all rooms in the block have been reserved or until the reservation deadline of September 18, 2007. Room accommodations booked after the deadline or outside of the block are subject to hotel availability and prevailing rates.

Reservations can be made by calling the hotel reservations at (800) 228-9290 or (310) 546-7511.

Airport Shuttle/Taxi

Cab fare from Los Angeles International Airport (LAX) to the hotel is approximately $15 one way. Shuttle cost is approximately $13 one-way. Upon arriving at LAX, claim your luggage and step outside to the orange “Shared Ride Vans” sign at the shuttle stop. The van service representatives at the stop will assist you.

Although advanced shuttle reservations are not necessary, they are available. For Prime Time Shuttle information and reservations, call (800) 733-8267 or visit their website at www.primetimeshuttle.com. For SuperShuttle information and reservations, call (800) 258-3826 or visit their website at www.supershuttle.com.

Parking

Pricing is available at the Manhattan Beach Marriott at a special rate of $13 per day for overnight guests and $9 per day for day guests.

Attire

Dress for the conference is business casual.

More Information?

Call (213) 740-9814 or e-mail Anjelica Wright at anjelicw@marshall.usc.edu.
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Registration Deadline: September 18, 2007

Registration Fee
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(See inside back cover for sponsor list)

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Please select one: I prefer: ☐ Beef  ☐ Chicken/Fish  ☐ Vegetarian

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