

# BREGMAN

## LEADERSHIP

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*Acting powerfully and courageously*

## Overview

### **The Bregman Leadership Intensive: A Four-Day Training for Senior Leaders**

#### **What Participants Learn**

The Bregman Leadership Intensive is a highly experiential, four-day workshop that immediately increases your ability to skillfully handle the most pressing challenges that senior leaders face, including:

- Mastering difficult conversations
- Taking smart risks
- Managing conflict
- Connecting with people in a way that inspires their commitment
- Responding productively to opposition
- Managing unwieldy politics
- Building bridges across people, departments, and silos
- Building trusting relationships, even with difficult people
- Communicating skillfully
- Showing up in critical leadership situations with confidence

In the Bregman Leadership Intensive, you will make real progress on real issues that will help you develop your skills and move your organization forward.

*“The Bregman Leadership Intensive isn’t about learning new theories. It’s about taking new actions.”*

For dates, location, and price, visit:  
[www.peterbregman.com/leadership-training/](http://www.peterbregman.com/leadership-training/)

# Four Pillars of Great Leadership

## 1. Confidence in self.

Do you:

- Delay critical decisions, especially if they may upset other people?
- Stay silent when you have something important to say?
- Struggle with difficult conversations?
- Shy away from important leadership moments?

Without confidence, your leadership will be unstable and unsustainable as you hold yourself back from taking the actions you know you need to take.

## 2. Connection to others.

Do you:

- Get frustrated that people don't hold themselves accountable?
- Struggle to connect with, energize, and inspire the people around you?
- Feel misunderstood?
- Need to push to get people to do what you want them to do?

Without an outstanding ability to connect with others, you'll feel like you are constantly fighting others to get the most important work done.

## 3. Commitment to a purpose.

Do you:

- Feel like you're pulled in too many directions?
- Have a clear vision, but struggle to get others to align their efforts behind it?
- Get frustrated with politics that get in the way of what's most important?
- Struggle to build bridges and break down silos?

Without a clear, collective commitment to a larger purpose, you'll feel like you're spinning your wheels - working and working, but never getting your most important work done.

## 4. Emotional Courage.

Do you:

- Over-think decisions before making them?
- Procrastinate on important actions?
- Allow the fear of failure to deter you or slow you down?
- Have things on your plate you know you should do but don't?

The willingness to take risks underpins the Four Pillars of great leadership. Without a willingness to act in the face of discomfort - what we call Emotional Courage - you'll fail to step fully into your most powerful leadership.

If you answered "yes" to any of the questions above, then there are gaps in your leadership. The Bregman Leadership Intensive is designed to address these gaps, teach you how to access your deepest resources, and find powerful solutions to your most pressing challenges.

## Who Should Come?

- Senior leaders in companies, government, or not-for-profit organizations
- People who run a business, function, or department
- Entrepreneurs or business owners who are leading teams

If you've made up your mind that you want to be a more confident leader—a leader who is able to take intelligent risks, connect with people around them, influence his or her team with inspiration and vision, and find permanent solutions to sticky problems, then you probably already know that the Bregman Leadership Intensive is right for you.

# What You Can Expect

Our work during the Bregman Leadership Program will be guided by the specific needs of the participants. That may include any of the following and more:

**Leading change and gaining ownership.** How can you get the right people to take accountability for the change you are leading?

**Managing conflict and difficult situations.** How can you resolve conflict in ways that build commitment and enthusiasm amongst everyone involved?

**Creating a culture of self-motivation.** How are you leading to get the most out of people's internal drive?

**Building an independently capable team.** How can you help people learn, think, and act for themselves?

**Clarifying the roadmap for success.** What are your explicit and implicit expectations and how can you best communicate them?

**Influencing strategically.** Who do you need to persuade, about what, and how can you approach it most effectively?

**Flexing your leadership style.** How do you show up and how can you flex your style to be most effective?

**Getting the right things done.** How can you reorganize, re-prioritize, and react more efficiently to achieve your objectives and the needs of the business?

**Conveying the right messages in the right ways.** How do you communicate with the right people in the right way with the right timing to achieve your desired impact?

# A Note From Peter Bregman:

## Why I Run This Program



Leadership is about taking risks—and I want us to experiment with, and experience, taking risks. That will help us become more familiar with our fear and that is how we build our courage.

I want us to understand ourselves—and each other—better. I want us to develop the courage to live our lives in ways that make us proud and ways that support ourselves, the people around us, and the world. I want us to stop getting in our own, and each other's, way with clumsy communication. And to be strong enough—in skill and in confidence—to navigate each other's clumsy communication without getting thrown off balance. I want us to develop patience, empathy, clarity, and caring. I want us to feel—to know—that none of us is alone in our fears and our dreams and I want us to draw strength and conviction from knowing that.

I want us to take chances and fail and get up again. And I want us to understand—or at least consider—what's important enough to do, that we are willing to fail in pursuit of it. I want us to feel our own emotions deeply and become comfortable sitting with each other's emotions—even if that means anger directed at us. I want us to experience rising above our emotions—not repressing them—but acting deliberately while in full feeling of them—to do things we know are right even if we are afraid or uncertain. And I want that to engender a deep trust in ourselves and in the people around us. All of this is part of being a leader.

I want us to be real human beings—with cracks and challenges and emotions—and to stand strong as leaders, not despite our humanness but because of it.

That's the world I want to live in. Those are the leaders I want to lead with. That's what I want to help create in our time together.

# Top 13 Outcomes of the Bregman Leadership Intensive

How confidently do you stand when confronted by others? How willing are you to take real risks that may fail? How well do you manage your emotions when you take those risks? How courageously and skillfully do you bring up topics that others are afraid of or resistant to discuss? How powerfully do you connect with others?

These are the things that determine your success as a leader. And these are the things that we impact at the Bregman Leadership Intensive.

How do we know? Don't take our word for it. We asked previous participants how they benefited from the program. We also asked the families and the peers of the participants about what changes they noticed in the participants' behavior upon returning. Based on the data, here are the top thirteen outcomes of the Bregman Leadership Intensive:

## **1. The Intensive makes you a measurably better leader.**

Even eight months after the Intensive, with no interim intervention from us, participants experienced increased effectiveness in all categories that we measured through surveys, including:

- Raising hard-to-talk-about issues in a way that initiates important conversations.
- Taking risks that could lead to new possibilities.
- Connecting with people in a way that inspires their commitment.
- Staying grounded in the face of success, failure, or uncertainty.
- Communicating skillfully in the presence of strong emotions.
- Driving the most critical business results.
- Overall leadership effectiveness.

## **2. The Intensive creates lasting relationships you can count on.**

After one participant shared a challenge over email with the other participants, many responded:

“Anything I can do to help, I am always here for you.”

“I have a couple of thoughts after your words, and I just want to share them . . .”

While participants come from all over the world, they develop into a community of like-

minded people who care about being strong leaders and helping each other lead powerfully. A profile of past participants includes:

**Gender:** 40% female, 60% male

**Geography:** US, Germany, UK, New Zealand, Canada, Nigeria

**Industry:** Finance, Technology, Manufacturing, Consulting, Not-For-Profit, Government, Retail, Pharmaceutical, Start-up

**Functions:** General Management, Sales, Technology, Operations, Finance, Entrepreneurs

**Positions:** CEOs, Executives, Senior Managers, Consultants, In-Transition

### **3. The Intensive develops your ability to act when you're at your edge.**

"I got so far outside my comfort zone, into a place I wasn't ready for at all. And at that moment I said to myself, 'Okay, this is what it feels like when you don't have any leadership tools left in your bag. So now what? If you're really such a great leader, now what? You don't have a tool for this. What now!?' In those moments, with Peter's support, I discovered how to deal with situations where I had no clue what to do. I was able to feel incredibly uncomfortable and yet stay grounded and present and powerful. The confidence that came from this was real, and it has persisted."

### **4. The Intensive develops your confidence in critical leadership moments.**

"The changes in me have been astounding. When I stand up to speak in front of groups, or participate in any high stakes meeting, I now consciously—almost habitually—think about my ability to remain strong and capable, particularly in the face of unknowns. I hear myself saying, 'I'm here and I'm ready for this. Even if I don't have all the answers, I'm ready and I'm strong and I'm good and I'm grateful that I'm capable of standing in this moment.' That is never the way I thought before. That type of awareness or gratitude wasn't even on my radar. It calms me, which unquestionably improves my ability to contribute in these critical moments."

### **5. The Intensive uncovers your unique blind spots and helps you remove them as an obstacle to your success.**

From someone whose blind spot was an unwillingness to ask for help: "I'm discovering that I feel differently about my business since I've returned. I'm making an effort every day to acknowledge my difficulties asking for help - voicing this to different people, for different reasons. In return, I'm experiencing a great deal of encouragement and support. As that shift



is happening, it's getting easier to ask for what I need and to be clear about the specifics. Interestingly, I feel as though it's enhancing my ability to think about a bigger vision for my company. It's a slow evolution, but this development has been very unexpected."

## **6. The Intensive increases your effectiveness in the face of uncertainty or ambiguity.**

"I don't need to know exactly what to do next anymore. Not all the time. More often than not when I start to get anxious, I just let it flow through me instead of letting it electrify the moment and stress me out and stop me in my tracks. And as a result I've become a much more powerful and genuine leader."

## **7. The Intensive develops your courage.**

"My organization benefits from me being more courageous. I'm more capable of just stepping in and not being afraid of the things that used to stop me: fear of confronting people or failing or not being good enough."

## **8. The Intensive develops your ability to have difficult conversations with productive outcomes.**

"Yesterday I had a very difficult personal conversation with someone that involved boundary setting and had needed to happen for a long time. I wasn't looking forward to it, but by the time I actually sat down and made the phone call, my resolve was there and the actual conversation was very good. I felt calm, my feet were planted solidly on the ground, and I was breathing (sometimes a lot!). I spoke from a place of authenticity and told the truth. I felt heard and the response indicated we made a breakthrough. Despite challenges to what I was saying, I kept focused and stayed on point. I had tried many other ways of dealing with the situation and had avoided saying the things I said yesterday because I feared hurting this person, but I ultimately realized I was preventing him from growing and learning because I wasn't saying the difficult things. After it was over, I felt great. It was powerful and freeing for both of us."

## **9. The Intensive stimulates you to stop procrastinating on important leadership actions.**

"I've been avoiding a conversation with my marketing contractor for about two months. The short story is that she is the biggest line item in my budget and there have been a number of small mistakes, here and there, that have accumulated to the point that it causes me concern. I had hoped that the problem would correct itself, which was ridiculous of course. Then I thought about your words, about emotional courage, about the key lessons that continue to rise up for me from the Intensive, and about having faith in myself that I could share this feedback in a way that felt supportive but firm. We had a very open, honest conversation. We ended the call on a very good vibe and I truly feel like a weight has been lifted tonight."



So I want to thank you for that...it really was your guidance, and the Intensive, that helped me get there.”

### **10. The Intensive can have a positive impact on your career.**

“I got a promotion yesterday and a very big vote of confidence from my senior management team, even though we did not have the easiest relationship in the last few months.”

### **11. The Intensive can have a positive impact on your business results.**

“I submitted a proposal three weeks after I returned from Intensive. I remember thinking at the time that it was one of the best proposals I’d written in a long time because I felt more centered and assured. I knew it was going to be a tough competition. Well, I got word this morning that I won it. I beat out the front-running competitor who were essentially pre-wired to win it—they’d created the project plan and approach that pulled in the money to fund the project. Based on current figures, it will result in a 26% projected revenue increase for 2014, 104% projected revenue increase for 2015, and 86% increase in total value of projects currently under contract. I really do attribute a great deal of this to the revelations I’ve had since attending the Intensive.”

### **12. The Intensive develops your ability to change your behavior.**

“Every single conversation I had yesterday changed. I am working differently with the same people with whom I have been working for the past nine months. My tasks have not changed, but my whole thinking has changed in the last twenty-four hours. It is as if I have a pause of one to two seconds before I do something. A momentary pause to actually think about my action and make a better choice.”

### **13. The Intensive provides lasting impact on your leadership.**

“I’m really surprised at how long the changes have persisted. In general, I’m a great student; I’ll learn the stuff, and I can spit it back out, and that part has never been a problem. The challenge has been for the knowledge to change how I act. In just a few days at the Intensive, I took in messages that I still think about all the time and that change what I do on a daily basis. I had never attended any kind of training that did that, that provided actual lasting impact.”

# About Peter Bregman

Peter Bregman is the CEO of Bregman Partners, Inc., a global management consulting firm which advises CEOs and their leadership teams, helping them break down silos and tackle their most important priorities together. He speaks, writes, and consults about how to lead and how to live.



He is the host of the Bregman Leadership Podcast, short conversations with thought leaders focused on ideas that people can use to become more powerful and courageous leaders.

He is the author of *Four Seconds: All the Time You Need to Replace Counter-Productive Habits with Ones That Really Work*, a New York Post top pick for your career in 2015. His previous book was the Wall Street Journal bestseller *18 Minutes: Find Your Focus, Master Distraction, and Get the Right Things Done*, winner of the Gold medal from the Axiom Business Book awards, named the best business book of the year on NPR, and selected by Publisher's Weekly and the New York Post as a top 10 business book. He is also the author of *Point B: A Short Guide to Leading a Big Change* and contributor to five other books. Featured on PBS, ABC and CNN, Peter is a regular contributor to Harvard Business Review, Psychology Today, and Forbes, and his articles and commentary have appeared frequently in Bloomberg BusinessWeek, Fast Company, The Financial Times, CNN, NPR, and FOX Business News.

Peter began his career teaching leadership on wilderness and mountaineering expeditions and then moved into the consulting field with the Hay Group and Accenture, before starting Bregman Partners in 1998. Peter has advised CEO and senior leaders in many of the world's premier organizations.

Peter bases his work on the notion that an organization, at its core, is a platform for talent. By unleashing that talent, aligning it with a compelling vision, and focusing it on business results, both the individual and the organization thrive. Since 1989, Peter has trained and coached all levels of management and individuals to recognize their leadership, exhibit leadership behaviors, model and stimulate change, and foster their own development and growth as well as that of their teams and colleagues.

Peter earned his B.A. from Princeton University and his M.B.A. from Columbia University.

# CEOs On Working with Peter Bregman

“Peter never talks from a purely theoretical level, unlike lots of other consultants. He brings his vast experience to the current situation, and helps me see options through specific examples of what has and hasn’t worked for others in the past . . .”

“Peter’s listening skills are unusually sharp. The way that he listens and converts what he’s learned into strategy, tactic, and ways of thinking and ways of behaving, I’ve just never experienced anything like it before. His skills are so innate, you can’t train a bunch of people to do what Peter does . . .”

“The executive committee realized that when they worked with Peter, they learned things about themselves that they wouldn’t have learned anywhere else. Never in a threatening way, but always in a clear way. He provides a genuine, unusual opportunity to make improvements that they might otherwise not have had a chance to do . . .”

“Peter helped me see myself clearly: what I was good at, where the gaps were, and the best path forward to become the leader I needed to be . . .”

“Peter is an empathetic listener, but also confident and assertive enough to steer a group of high-powered, opinionated, arrogant executives to deal with the important stuff. He helps us work through difficult conversations so we come out stronger on the other end, aligned in our vision and committed to a sensible plan of action . . .”

“Other consultants I’ve worked with come with a formula – “This is how I can help you” – like a doctor writing a prescription they’ve written thousands of times before. But Peter is always willing to morph his idea and role in the service of getting things to work . . .”

“I had some major challenges around company politics, which Peter helped me navigate. He was nothing short of brilliant. He has a very unusual ability to listen and capture important information in a way that I’d never experienced before . . .”

“Peter has been extraordinarily helpful to me in finding approaches and tactics that work. Peter calls me brilliant for executing them, but the brilliance really came from Peter’s insights in helping me think things through . . .”

“One of the most inspiring things about working with Peter is watching his introspection about himself. It’s pretty inspirational; he seems to be a guy who’s constantly working towards a process of continuous improvement in himself. He doesn’t sell or promote that at all, but you do somehow get to absorb that when you work with him . . .”