



ENLIGHTENED  
LEADERSHIP  
SOLUTIONS

*Making Leadership Simple!*

## Leading Change without Authority™

Optimizing Success of Your High-Visibility Project while Building Your Leadership Strength

ALIGNING  
STAKEHOLDERS

INFLUENCING AT  
ALL LEVELS

FOSTERING OPEN  
COMMUNICATION

CROSS-BOUNDARY  
CONFLICT RESOLUTION

OVERCOMING  
RESISTANCE TO  
CHANGE



# Leading Change without Authority

How to Hit a Homerun with That Critical Initiative ... Even Though You Hear Yourself Complain About Not Having the Authority!

"After 25 years, I have finally been furnished with some leadership tools that get results."

- Bill Duis, Director of Engineering & Planning  
Virginia Power

"I will someday look back on the last two days as a turning point for greater success in my personal and professional life because this was, by far, the most useful course I have ever attended."

- Director, major pharmaceutical company



**Are you a project manager, change agent, supply chain manager, IT consultant or other internal consultant whose career and reputation is on the line with a critical cross-boundary project or responsibility?**

Are you really good at the "hard" aspects of your role, but need to quickly develop the "soft," leadership aspects that are so critical to your success and that of your highly visible initiative? Would you like to develop as an excellent leader for the future while optimizing the success of the current situation?

## ■ Challenges

With responsibility for a major cross-functional initiative, do you find yourself challenged by any of the following factors?

- Misalignment among the stakeholders about the real mission.
- Cross-boundary conflicts.
- Challenges in communicating and influencing upward.
- Hidden agendas sabotaging efforts.
- Mixed messages around requirements and assumptions.
- Feelings of powerlessness in certain situations.
- Sometimes overwhelmed by the complexities.
- Frustration with people who don't do what they say.
- Making the shift from managing to leading.
- Building relationships with difficult, but important, people.
- Resistance to change from key people.
- Your role not taken seriously by key management.

**We know these are frequent real-world issues in cross-functional change initiatives!**

# Optimizing Success of Your High-Visibility Project while Building Your Leadership Strength

## ■ The Solution

Leading Change without Authority™: Optimizing Success of Your High-Visibility Project while Building Your Leadership Strength ...for the managers with a big responsibility for results, but no authority over the people important to getting it done.

Using the principles, concepts and tools that are now integrated into Leading Change without Authority, a joint military, government and several private-sector companies worked together to turn around a large aircraft program that was over budget and behind schedule. It was a huge success – saving many \$millions, and the approaches are still being used today. Cross-functional alignment was the key.

You know that you cannot “manage” that enterprise-wide situation to success when many or all the people who must be aligned don’t report to you. You cannot “control” results the way you have done in the past. You cannot tell the stakeholders what to do.

You must lead with influence. You must become an effective leader. You must deal with the numerous people issues that can limit or even kill a complex initiative. The good news – there is a powerful solution! And you can do it!

## ■ Introducing

The crucial priority for you as a project manager/change agent/internal consultant is to assure successful results in your cross-functional project.

Our new, yet fully proven, learning and coaching process will focus on supporting your results while guiding your learning and integration of critical leadership abilities, including:

- How to smoothly navigate the challenges of internal politics.
- How to get enthusiastic alignment among disparate groups.
- How to easily shift mindsets of stakeholders from resistance-to-change to whole-hearted commitment.
- How to foster open communication across organizational boundaries.
- How to simply build critical relationships among key stakeholders.
- How to easily influence others and foster enthusiastic collaboration.
- How to champion change while displaying organizational savvy.
- How to naturally stimulate innovation & effective problem-solving.
- How to smoothly facilitate resolution of cross-functional conflict.

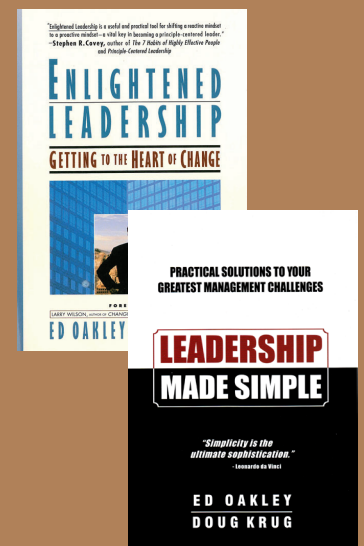
Your action-learning process is happening as the critical initiative is progressing. The ongoing coaching/sharing/learning process will take less than an hour per week of your time, yet will be an invaluable time of refocusing, problem-solving and special learning to take you to new levels of effectiveness and performance in the project and beyond. This is real-world learning at its best.

**You will become an even more effective leader in the process – a benefit that will stay with you your entire career.**

We are experts in this field and producer of two best-selling books:

- Enlightened Leadership: Getting to the Heart of Change
- Leadership Made Simple: Practical Solutions to Your Greatest Management Challenges.

Our forte is “making leadership simple™” and “making managers into leaders™.” We have extensive experience in applying our specialty to have profound impact on leadership effectiveness and cross-functional project results.



“Whatever money we spent for this (Enlightened Leadership learning process), it was worth far more. This is the best thing we have ever done at Allen-Edmonds.”

- John Gantner, Director of Operations  
Allen-Edmonds Shoe Corporation

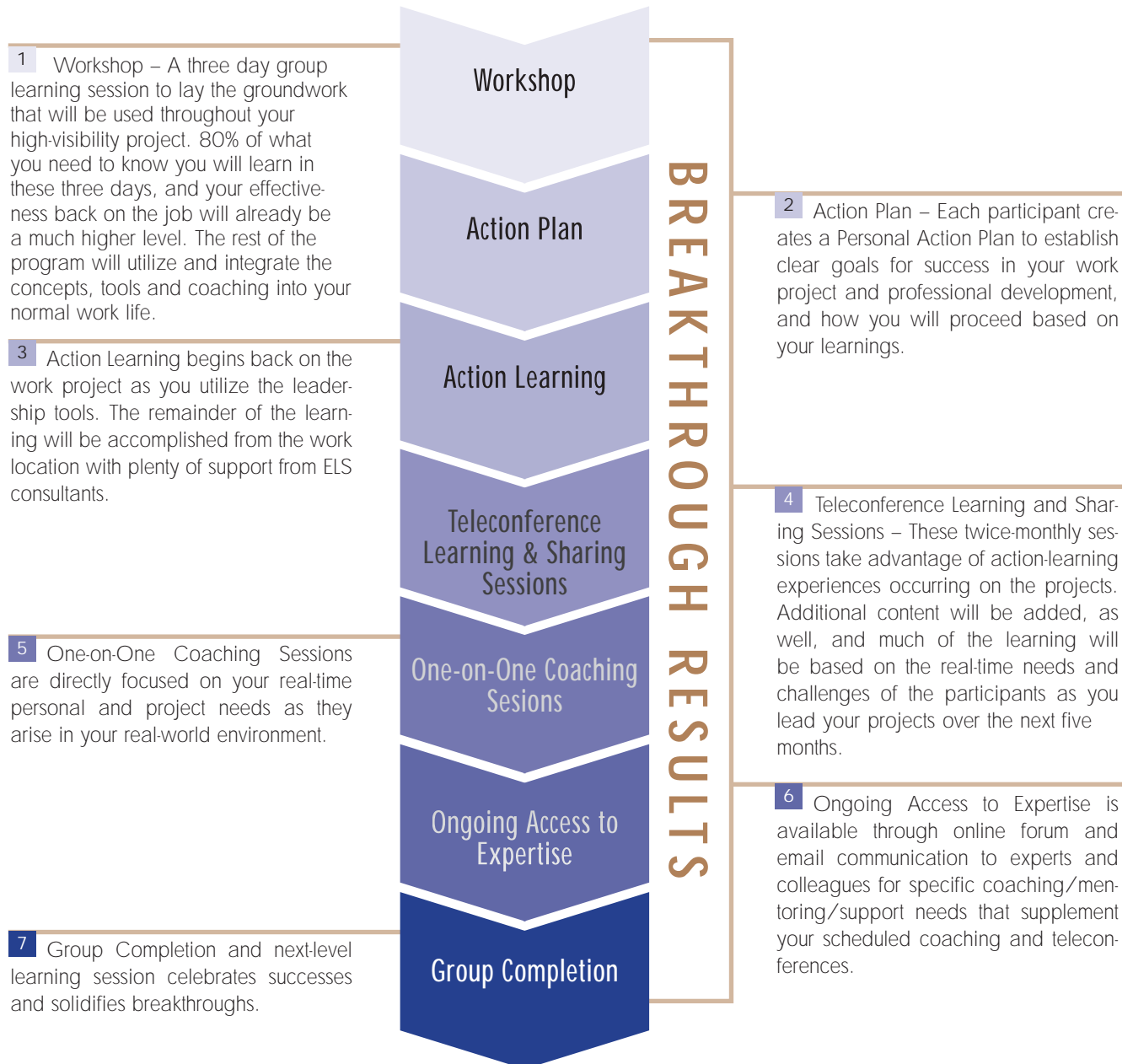
# Leading Change without Authority

## ■ The Process

This learning and development initiative includes several winning components, all proven many times with our clients individually, but brought together for the first time in this powerful new learning and integration process focused on the success of your specific and important initiative.

**Breakthrough Results for the both the work initiative and leadership development is the expectation, and ELS facilitators are focused on supporting both!**

## Leading Change Without Authority™ Process Overview



# Optimizing Success of Your High-Visibility Project while Building Your Leadership Strength

## ■ Process Delivery Model

Quick-Start  
Learning  
Workshop  
80% of Content

5+ months of Teleconferences, Coaching, Support  
20% of Content + 100% of action-learning + integration  
+ peer learning + personal coaching.

## ■ Deliverables for 6 Month Leading Change Without Authority Process

- 1 3 Day Leading Change without Authority Workshop (Denver, CO).
- 2 5 months of teleconferences for additional content and Q&A.
- 3 5 months of teleconferences for experience sharing and Q&A.
- 4 Bi-monthly personal coaching calls.
- 5 Online LCWA Group Forum for Peer Coaching + Q&A.
- 6 Online access to expertise.
- 7 Personal Assessments for Motivation Style, Behavioral Style and Personal Skills – with personal debrief from ELS consultant.
- 8 Making Managers Into Leaders™ Audio Learning System.
- 9 *Enlightened Leadership & Leadership Made Simple* books
- 10 Audio recordings from all teleconferences.
- 11 Personal Action Plan
- 12 Group Completion & Next Level Meeting

The tools and concepts in this program are so flexible and creative that they can be used at every level of an organization with astonishing success. They are incredible for implementing change management. I highly recommend it.

- H. Joseph Marshall, Ph.D.  
Managing Partner  
Resource Management of Boston

## ■ Our Guarantee

If you are not completely satisfied by the end of the second day of the initial workshop that this process will support your success in your initiative and your development, just let us know, and we will fully refund any payments made. The assessments you will have already taken, valued at \$450, will be yours to keep.

In addition, if you go through our entire 6 month process, apply the principles and tools as requested, and you do not feel you received value substantially greater than your investment, we will gladly refund your investment.

As an internal consultant, Carol was asked to work with a team of software developers responsible for a key project for a Fortune 100 company. The project was in trouble, and the relationship with the large client was at stake. She used the tools and approaches of *Leading Change without Authority* to turn around the difficult situation in a matter of a few weeks - a critical success.

Three different times today I have said to myself, "We hired the right company."  
- Brian Callaghan, CEO  
Apex Systems

## ■ Key Experts to Guide the Learning and Results

Two proven experts will team to teach you the fundamentals of "leading change without authority" in the three day workshop, then be there for you each month for the next eleven months in an action-learning and coaching relationship dedicated to your successful project and your personal development into an even more effective leader. You will experience a shift from "doing" leadership things to "being" a strong leader.

The session leaders for the initial pilot sessions are Ed Oakley and Carol Bergmann. Ed is founder and CEO of Enlightened Leadership Solutions, and co-author of both books, *Enlightened Leadership* and *Leadership Made Simple*. Ed is a master teacher and has personally worked with managers and executives from over 65 countries – with extensive, measurable results, including many who have needed to "lead change without authority." Ed's involvement will focus on simple, practical tools for breakthrough performance, as well as the mindset required for success.



Master coach, facilitator and proven leader in large, cross-functional projects, Carol Bergmann is author of *Managing Energy at Work*. Carol has been a personal and business coach for many executives and managers for over twenty years and has extensively utilized the concepts and tools of *Enlightened Leadership Solutions* to assure successful projects in many different organizational environments. Carol's involvement will focus on practical use of the tools and coaching through the subtleties of the real-world of project management/internal consulting/leading change, etc.



**Carol and Ed will provide extensive access to their expertise as their objective, as well as yours, is to assure success in your critical project and your life.**

Because breakthrough performance is the clear expectation for anyone participating in *Leading Change without Authority*, Enlightened Leadership Solutions will accept applications and interview finalists to determine if they are currently ready for the personal performance breakthroughs expected in the program. A maximum of twenty (20) participants will be accepted. **For an application, contact us by phone or email, and we will promptly email the form.**



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