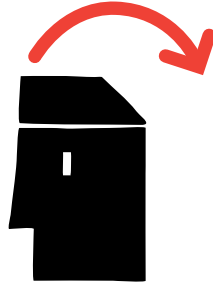




“ Do whatever it takes to attend the program.  
This is a program that will change you as a  
leader – get on – arrive with an open mind –  
trust the process and embrace your change.  
I had high expectations in attending – and  
these were shattered!”  
AEP participant 2009



# Intro. [ What is Executive Presence and how do you get it? ]

We know it when we see it, yet understanding how it's created and developing it can be difficult. Increasingly, effective leadership is being defined by elements such as emotional intelligence, authenticity, credibility and personal grounding. The leader's ability to **make an impact, influence a direction, create an emotional response and motivate others to act** are the critical outcomes that define outstanding executive success.

Beyond the critical components of day to day communication, we've defined Executive Presence as:

→→ “an authentic quality of poise and effectiveness that enables an executive to connect with a range of people and influence successful outcomes”.

Through our research and experience, we've identified the Eight Dimensions that need to come together to create Executive Presence (EP), and what we believe is the “**Integrated Executive**”.

Four of these dimensions are intrinsic to the person and, therefore, “**intrapersonal**” in nature. The remaining four dimensions are more directly pertinent to the experience others have with the executive, thus positioned as “**interpersonal**” in nature.

We believe that the interpersonal dimensions are, to a varying extent, driven by the intrapersonal factors. Therefore, all eight dimensions have to be considered as an integral system when assessing for and intervening to accelerate and build Presence in an executive.

→→ The Accelerating Executive Presence (AEP) Experience has been designed to rapidly develop these eight dimensions in participants attending.

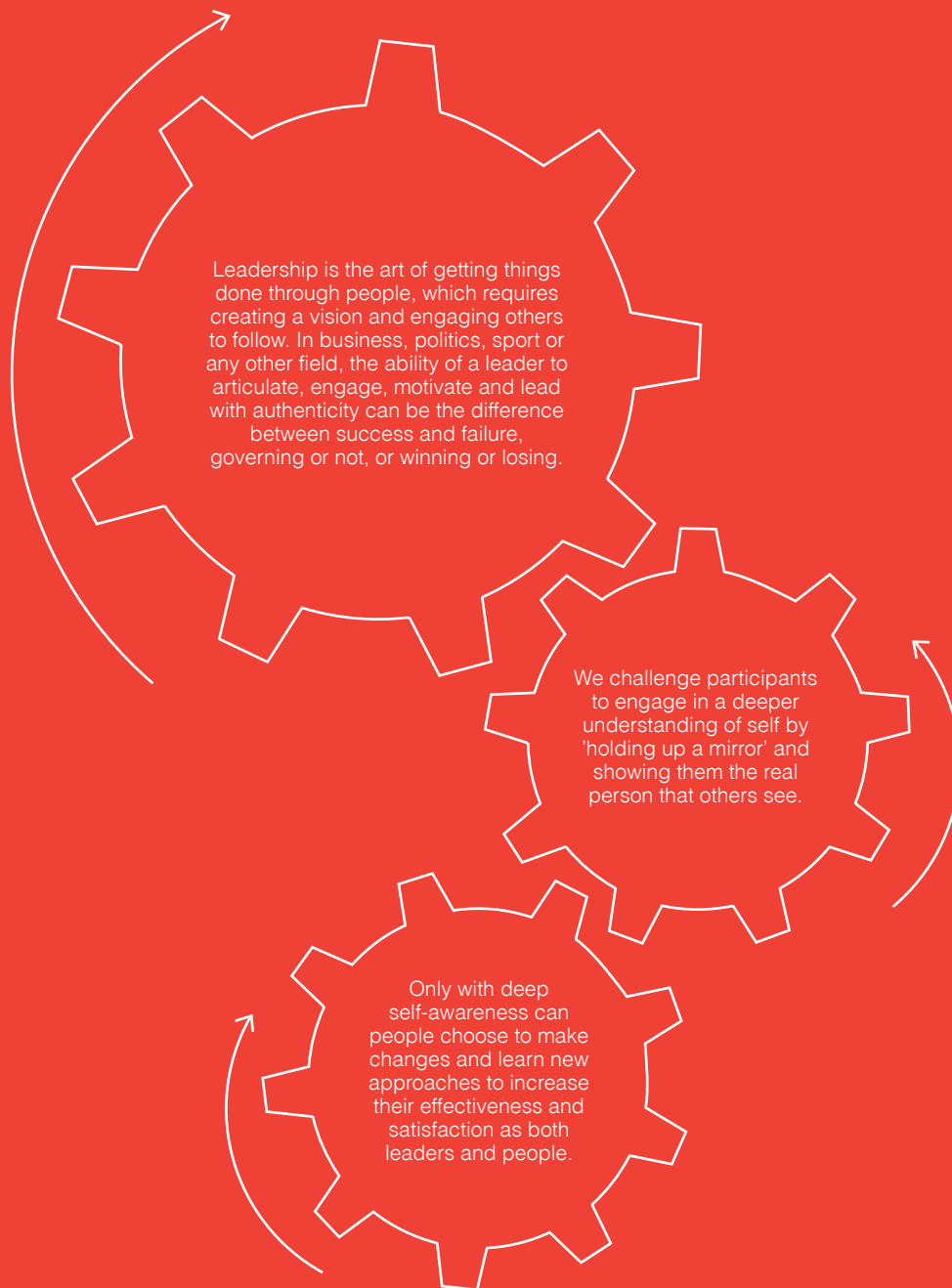


“The single biggest problem in communication is the illusion that it has taken place.”

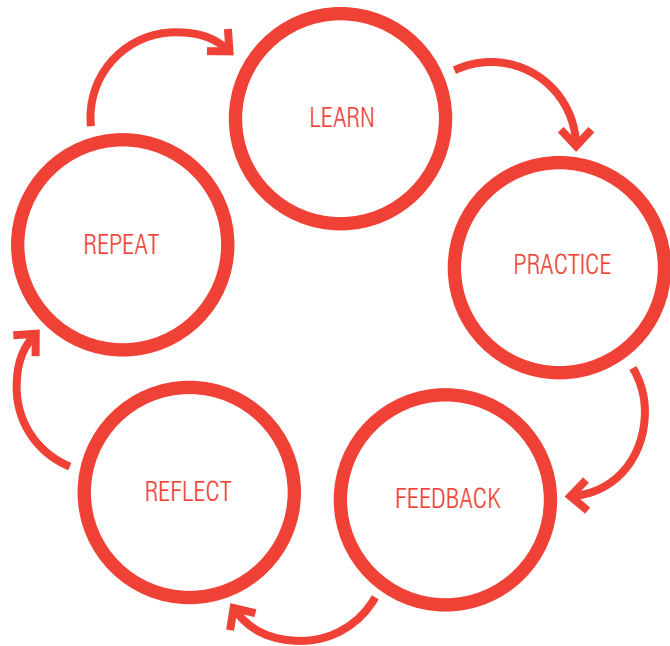
George Bernard Shaw

THE RELATIONSHIP BETWEEN

# Leadership & Self Awareness



“ Without health life is not life; it is only a state of languor and suffering - an image of death.” Buddha



We've designed an intensive, challenging and unique experience to help executives Accelerate their Executive Presence in a five day program, using a proven action learning model:

# The AEP Experience.

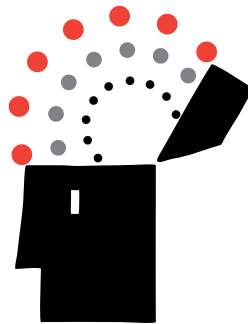
Enrolment in each AEP Experience is limited to eight executives, capped at this number to ensure deep learning and reflection and to allow for meaningful coaching from the facilitators and peers.

A unique learning environment is created where participants are encouraged to be vulnerable with each other, alternating between various roles (actor, assessor, coach, learning partners). Participants are encouraged to challenge themselves and broaden their thinking, receiving in the process direct and personal feedback from highly capable and experienced facilitators.

There is extensive use of role playing, video-taping, and continuous feedback, with ample periods of time devoted to personal reflection.

At the end of each day, there are individual check-ins with facilitators to ensure participants are tracking against goals, applying the learning model, and coaching each other with maximum effectiveness.

“ We become just by performing just action, temperate by performing temperate actions, brave by performing brave action.” Aristotle



# Real change will begin at the AEP Experience.

Over the time spent at the AEP Experience, and through effective application of the techniques we employ, participants will begin a deep and lasting process of personal transformation and the shaping of the desired persona can occur.

Participants have a “mirror held up to them” and can really see themselves as others see them, with the facilitators helping to re-shape their Executive Presence.

Beyond the program, participants will engage in a follow-on coaching session with the facilitators and have a personal development plan with re-entry tactics to ensure the momentum continues and changes become habitual.

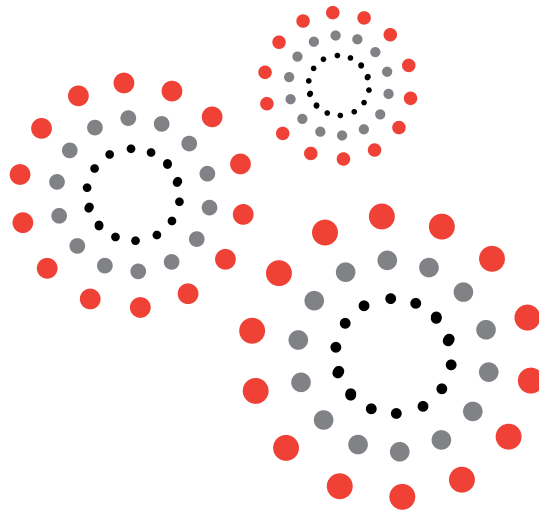
## [ WHAT MAKES THIS PROGRAM DIFFERENT? ]

This program is consciously different to other executive development programs, in that:

- It's beyond a “Leadership Development” program, as it deals with critical issues of how to develop an ethical framework (or a moral compass) that creates true authenticity and therefore credibility in the eyes of followers
- It's beyond a “Presentation Skills” program as it deals with the foundation of what makes someone an effective presenter – that is, self-awareness, self-confidence and a set of personal values
- It's beyond an “Emotional Intelligence” program as it develops real, practical techniques in understanding others, developing empathy and self awareness that are the foundations for getting on with and influencing others
- The program is limited to Eight participants with Two live-in Facilitators – there is a significantly greater level of personal interaction, feedback and coaching than other executive development programs, with a strong emphasis on candid, direct and creative feedback. The program is designed to be a transformational, profound and valuable experience
- This program can also be tailored to specific organisational needs, and could also be run in-house, at the preference of the organisation.

“ Everything we hear is an opinion, not a fact. Everything we see is a perspective, not the truth.”

Marcus Aurelius



# Program Design.

The program design has drawn extensively on new research in western leadership, along with some aspects of eastern and classical philosophy. The theoretical constructs behind AEP owe as much to Socrates (400 BC) and Aristotle (350 BC) as it does to Bill North (2007) and Martyn Newman (2008).

Some of the examples of Executive Presence participants study include historical and current leaders across business, entertainment, politics and faith, including: John F & Robert Kennedy, Abraham Linclon, David Lange, Barack Obama, Churchill, Carly Fiorina, Jack Welch.

The program also covers health, exercise, nutrition, dress, style and business etiquette as it shapes what we call the “**Integrated Executive**”. We leave no stone unturned in examining how image is created and what steps an executive can take to actively and appropriate manage the impression they create.

“The best way to live with honor and greatness is to be in reality what we appear to be.” Socrates

# Examples [ OF TOPICS COVERED ]

The Eight Dimensions of Executive Presence are presented, discussed, learnt and assessed throughout the AEP Experience.

Over the course of the first day or so, we begin by building an awareness and insight into the **four Intrapersonal Dimensions**:

- 1 SELF-AWARENESS
- 2 PERSONAL GROUNDING
- 3 SELF-CONFIDENCE
- 4 AUTHENTICITY

These four Dimensions are the building blocks on which the **Interpersonal Dimensions** are created, being:

- 5 VITALITY
- 6 POSITIVE IMAGE
- 7 COMMUNICATIVE
- 8 CREDIBILITY



Through theoretical sessions, group discussions, role-play, video-taped exercise and extensive feedback (both direct and from the AEP 360 degree instrument), each participant will have mapped their present state in each dimension and commence a change process based on their personal goals.

Evening sessions include expert advice on Health & Nutrition, Ethical Decision Making and Personal Expression.

Each attendee will complete a personal medical/health assessment at the AEP Experience.



## Who should attend?

This program is designed for senior-level executives, general managers and heads of functions with at least 10-12 years of management experience, who are seeking to deepen their self awareness and looking for strategies and tools to improve their Executive Presence and leadership effectiveness in general.

## Key Takeaways from AEP.

AEP is an investment in both your present and future. You will leave with:

- A complete understanding of the importance and effectiveness of Executive Presence and the knowledge and skills to integrate both your intrapersonal and interpersonal abilities to accelerate this capacity
- Deep and personal feedback on your executive persona and its effect of others, through a formal 360 degree feedback instrument, video-taped behaviour and observed feedback
- Techniques to employ that can heighten your effectiveness across any or all of the critical Eight Dimensions on Executive Presence
- Insight into your own leadership style and an understanding about its impact and how best to improve and cement these skills
- A personal development plan and recommendations to ensure steps are in place in the organisation to enable you to become the leader you want to be
- Clear insights and understanding to develop and manage Executive Presence, personal style and behaviour to be a more effective leader

“ You have power over your mind – not outside events. Realize this, and you will find strength.” Marcus Aurelius



# Testimonials.

The first three AEP Programs were conducted in 2009. Of the more than 20 executives who attended it:

- 95% rated the AEP program 'Excellent'
- 90% rated it 'The Best I've Attended'

The following are a selection of the testimonials from the first three programs:

- " I am telling people that AEP is potentially life changing. I felt that a mirror was held up to me and I had some great clarity about myself. Harold and Glen have something special with AEP and I am sure that it will go from strength to strength!"  
LAUREN PEARSON  
Manager-Talent & Executive Development. BNZ
- "An outstanding senior executive self discovery and projection program grounded in one's own essential DNA. Led with understanding, challenge and flair by Glen and Harold, along with their supporting coaches (in Acting & Ethics). They are a great combination, and together have constructed a compelling leadership development inventory that leaves no stone unturned! I can't speak highly enough of my experience."  
PETER BRYDON  
Director HR ANZ, Kraft Foods
- "I enjoyed the program more than 'The Looking Glass' at Mt Eliza. It's an indulgent opportunity to work on yourself. If you are willing to take a week out with a sole objective to improve yourself, this is the opportunity. You will get out of this programme what you are prepared to put in. Be prepared to see yourself fully exposed."  
ANDREW MARTIN  
CFO Marshall Investments
- " An incredibly powerful experience. It's reinforced to me the importance of emotional engagement. AEP has a very well designed framework, starting from the pre-work right through the five days. There was so much feedback with fantastic tools. "  
JO AVENELL  
Director Human Capital,  
PricewaterhouseCoopers New Zealand
- " The AEP course is highly recommended. It's professionally facilitated by Harold and Glen and provides an environment that allows you time to reflect on your leadership, be challenged through a structured approach around areas of individual opportunity and provides a safe environment to practice a few new ideas"  
MARK LESLIE  
General Manager, NZ Technical,  
Fonterra Group Manufacturing & Supply Chain
- " Glen and Harold have designed an excellent course with real practical application, latest thinking and without unnecessary jargon. It's highly focused and covers the total spectrum of executive presence. The fact that there are limited places makes the experience highly interactive, attendees are well selected and at a good senior level with a good mix of experience. Presenters are excellent and of a high quality; Glen and Harold make an excellent team. Best leadership course I have been on and it is great to see that such a high quality course of world standard is run in New Zealand for New Zealand and Australian executives. I strongly recommended it in our organization and we will be sending senior executives on the course."  
MICHAEL GLEISSNER  
CFO Sealord Group



# Testimonials Continued.

- “ This is a powerful and personal experience that not only makes better leaders, but better, happy people. This program is intelligently “complete” and enormously effective. Well done and thank you.”  
DAVID WELSH  
General Manager New Zealand Marketing,  
Sealord Group
- “ Do whatever it takes to attend the program. This is a program that will change you as a leader – get on – arrive with an open mind – trust the process and embrace your change. I had high expectations in attending - and these were shattered!”  
JUSTIN TREAGUS  
Programme Director, Omega
- “ Do it – Be prepared for a life altering event that will challenge you in ways you won't have seen before: it will pull you out of your comfort zone and rebuild you in an extraordinary way.”  
CHRIS MACBETH  
General Manager, Cheese and Protein,  
Fonterra Cooperative Group
- “ This is a program that inspires you to take stock of yourself in a challenging but trusting environment. It causes you to think deeply about yourself as a leader and provides you with a development plan along with your own personal commitment to deliver on that plan.”  
MARTIN AUSTIN  
Supply Chain Manager and China, Sealord
- “ An amazing journey to discover your leadership impact, centre yourself and accelerate your development towards being an authentic and values based leader. Thanks for the opportunity, it has been truly inspiring!”  
SARAH NAUDE  
Organisational Development Consultant,  
Telecom NZ
- “ Not only will you discover things about yourself that you never knew (or wanted to acknowledge) but you'll make a phenomenally close band with people in just five days. People you know you will be close with for the foreseeable future.”  
ANNA PICKERING  
Programme Director,  
SME - Banking Delivery Services, BNZ
- “ Do it. I have been to other courses but this is the only one which has asked the right and the tough questions. I now have a clear view of myself and what needs to be done to improve myself as a leader. Brilliant.”  
JEREMY HOOD - CFO,  
Dairy New Zealand
- “ If you are serious about developing as a highly effective leader, focusing on the areas and material covered in AEP is a must. The program is highly integrated and provides a superb environment to reflect on and develop fundamental leadership principles. I would recommend AEP to any leader wishing to become the best that they can be”.  
TIM DEANE - General Manager Shareholder &  
Supplier Services, Fonterra Cooperative Group

# Glen Petersen.



Glen Petersen is the Managing Director of GENERATOR TALENT. He has over 25 years work experience in blue-chip organisations across Australia, New Zealand and North America and has an outstanding reputation as a judge and developer of executive talent. A specialist in the consumer goods & services, manufacturing and services industries, Glen has held a number of significant and senior HR/organisation development roles throughout his career including:

- Head of Organisation Development & Talent for PepsiCo Foods International
- Head of Learning & Development Lion Nathan
- Head of Organisation Development for Lion Nathan
- Head of Human Resources Lion Nathan NZ
- Head of Human Resources Arnott's-Campbell
- Head of Human Resources for Telecom NZ
- Head of Human Resources for Fonterra Cooperative Group

Glen has also played a pioneering role in organisation and executive development in Australasia where he has designed and participated in case & simulation development, 360 feedback instrument development and facilitation in assessment/development interventions.

Since he commenced consulting in 2004, Glen has executed a number of senior executive assessment interventions including:

- Assessing CEOs of businesses for development and/or for aptitude for new performance imperative
- Coaching senior executives, CEOs and Chairman of a range of companies to improve their effectiveness, leadership presence and performance
- Leading the design and delivery of a multi-day Assessment & Development Centre for the Top 70 executives of Fonterra (with Harold Hillman)

Throughout his career, Glen has held a keen interest in leadership capability and executive presence, both studying and coaching executives on how to lead with more effect. Glen's early career in PepsiCo shaped his philosophy on what differentiates an effective leader and the power of presence, persona and communication.

He's had the good fortune to have worked closely (as a direct report or in an advisory capacity) to some of the region's best and well regarded CEOs including: Douglas Myers, Kevin Roberts, Craig Norgate, Theresa Gattung, Greg Muir, Chris Roberts, John Doumani, Doug Mackay, Graham Stuart, Kevin Kenrick, Gordon Cairns and Andrew Ferrier to name a few.

Glen holds a Bachelor of Business from Charles Sturt University in Australia, where he was awarded the prize for highest marks in Human Resources subjects, and has represented Australia in his age group World Triathlon Championships in Sweden and Hawaii. He has four children and lives in Sydney, Australia.





## ← **Harold Hillman.**

Harold Hillman, Managing Director of Sigmoid, migrated to New Zealand in 2003 to join Fonterra, New Zealand's largest company, and help lay the foundation for the dairy co-operative to realise its vision to be the global leader in dairy.

Harold served in two roles with Fonterra, initially as Interim Group HR Director on the Fonterra Leadership Team and then in the role for which he was recruited, Director of Talent & Organisational Development. Harold's contributions established Fonterra as a benchmark in people engagement strategies, evidenced by strong performance on key engagement factors four years in the life cycle of global companies of comparable size.

Harold has advised Fonterra's Board, Shareholder Council, and Executive teams on strategies to attract, develop, and retain the very best talent for the Co-op. Along with Glen Petersen, Harold is a lead assessor on Fonterra's Assessment and Development Centre, which is focused on enhancing succession for senior tier and 'next generation' leaders.

Harold partners with Board Directors and Senior Executives who want to define a proactive and visionary relationship with change and growth. Harold launched Sigmoid in December 2006 and looks forward to having his firm exemplify the basic premise of the 'S' curve – "Nothing grows forever under the same set of assumptions that were relevant a few years ago, but may now be obsolete." Change really is the only constant in all business scenarios.

#### Harold's career highlights include:

- Chief Aviation Psychologist, Myrtle Beach Air Force Base, South Carolina
- Assistant Professor and Director, Leadership Programs at the US Air Force Academy, Colorado
- Director, Amoco Management Learning Center, Amoco Corporation, Chicago
- Dean, Amoco Marketing University, Amoco Corporation, Chicago
- Vice President, Executive Development, Prudential Financial, New York
- Corporate Vice President & Chief Learning Officer, Prudential Financial, New York

Harold believes that executives must understand the significance of their role as leaders and the impact strong leadership can have on a company's performance. He engages with leaders on a 'journey' that starts with a heightened sense of self-awareness, understanding what it means to 'be' rather than 'do,' and having them get to the point where they realise that coming up with the right questions are more important than always needing to have the right answers.

As either a direct report or in an advisory capacity, Harold has worked with a number of prominent chief executives in the U.S. and Australasia, including Larry Fuller of Amoco, Art Ryan of Prudential Financial, Irene Rosenfeld of Kraft Foods and Sanjay Khosla of Kraft Foods International, Andrew Ferrier of Fonterra, Graham Stuart of Sealord, Simon Carter of Transfield Worley, and Ken Rivers of Shell and NZ Refining Company.

Harold's other clients include Bank of New Zealand, Foodstuffs, RD1, Zespri, University of Auckland, University of Melbourne, & Inex. Harold is also frequently invited to deliver keynote speeches and presentations at conferences in the arena of talent and human capital.

Harold earned a Master's Degree in Education from Harvard University and his Ph.D. in Clinical Psychology from the University of Pittsburgh (USA). Harold is currently publishing his first book, 'Building a Learning Team: A Guide for Leaders.'





## Pre-program preparation.

Pre-work will consist of participants completing the EP 360 and reading the book, 'True North' by Bill George. Participants will also complete a "Lifestyle" survey as well as a 30 minute phone interview with the Facilitators to establish connections. Participants will also be required to bring actual presentations to use throughout the course.

## Dates and fees New Zealand.

<b>Dates 2010</b>	Program 1: 1st March – 5th March Program 3: 31st May – 4th June Program 5: 23rd August – 27th August Program 7: 1st November – 5th November
<b>Investment</b>	Accelerating Executive Presence (AEP) Attendance/Tuition Fee: NZ\$12,800 + GST Accommodation and Meals package: NZ\$2,300 + GST (payable to Castaways Lodge)

## Dates and fees Australia.

<b>Dates 2010</b>	Program 2: 15th March – 19th March Program 4: 26th July – 30th July Program 6: 13th September – 17th September Program 8: 22nd November – 26th November
<b>Investment</b>	Accelerating Executive Presence (AEP) Attendance/Tuition Fee: A\$11,400 + GST Accommodation and Meals package: A\$1,800 + GST (payable to Kim's Beach Hideaway)



FOR MORE INFO, CONTACT  
[www.acceleratingep.com](http://www.acceleratingep.com)

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HAROLD HILLMAN  
T +649 368 1112 or [harold@sigmoidcurve.com](mailto:harold@sigmoidcurve.com)  
[www.sigmoidcurve.com](http://www.sigmoidcurve.com)

# AEP Application 2010



Please choose which program you wish to attend and complete, scan and email your application to [harold@sigmoidcurve.com](mailto:harold@sigmoidcurve.com) (AEP New Zealand) or [suz.mendoza@generator-talent.com](mailto:suz.mendoza@generator-talent.com) (AEP Australia)

## → [ AEP PROGRAM YOU WISH TO ATTEND ]

AUSTRALIA

NEW ZEALAND

DATE/PROGRAM NUMBER

DATE/PROGRAM NUMBER

## → [ PARTICIPANT DETAILS ]

NAME

POSITION/DIVISION

ORGANISATION

BUSINESS ADDRESS

(    )  
TELEPHONE

EMAIL

By providing your email address you are indicating you are willing to receive program information as well as other relevant information about Generator Talent and Sigmoid events, products and services

## → [ PERSON IN CHARGE OF EXECUTIVE DEVELOPMENT IN YOUR ORGANISATION ]

NAME

POSITION/DIVISION

BUSINESS ADDRESS

AS ABOVE

(    )  
TELEPHONE

EMAIL

I agree to the conditions of enrolment

[ We are unable to accept this application unless signed. For full terms & conditions, see the following page]

NAME

AUTHORISING SIGNATURE

DATE

# Payment method



→ [ PAYMENT METHOD FOR **AEP NEW ZEALAND** ] (PAYMENT MUST BE RECEIVED AT LEAST 30 CALENDAR DAYS BEFORE THE PROGRAM DATE)

1 I enclose a cheque of NZ\$12,800 +GST made payable to The Sigmoid Trading Trust

2 Please send a Tax Invoice to

→ [ PAYMENT METHOD FOR **AEP AUSTRALIA** ] (PAYMENT MUST BE RECEIVED AT LEAST 30 CALENDAR DAYS BEFORE THE PROGRAM DATE)

1 I enclose a cheque of A\$11,400 +GST made payable to Oxbow Curve Consultants Pty Ltd

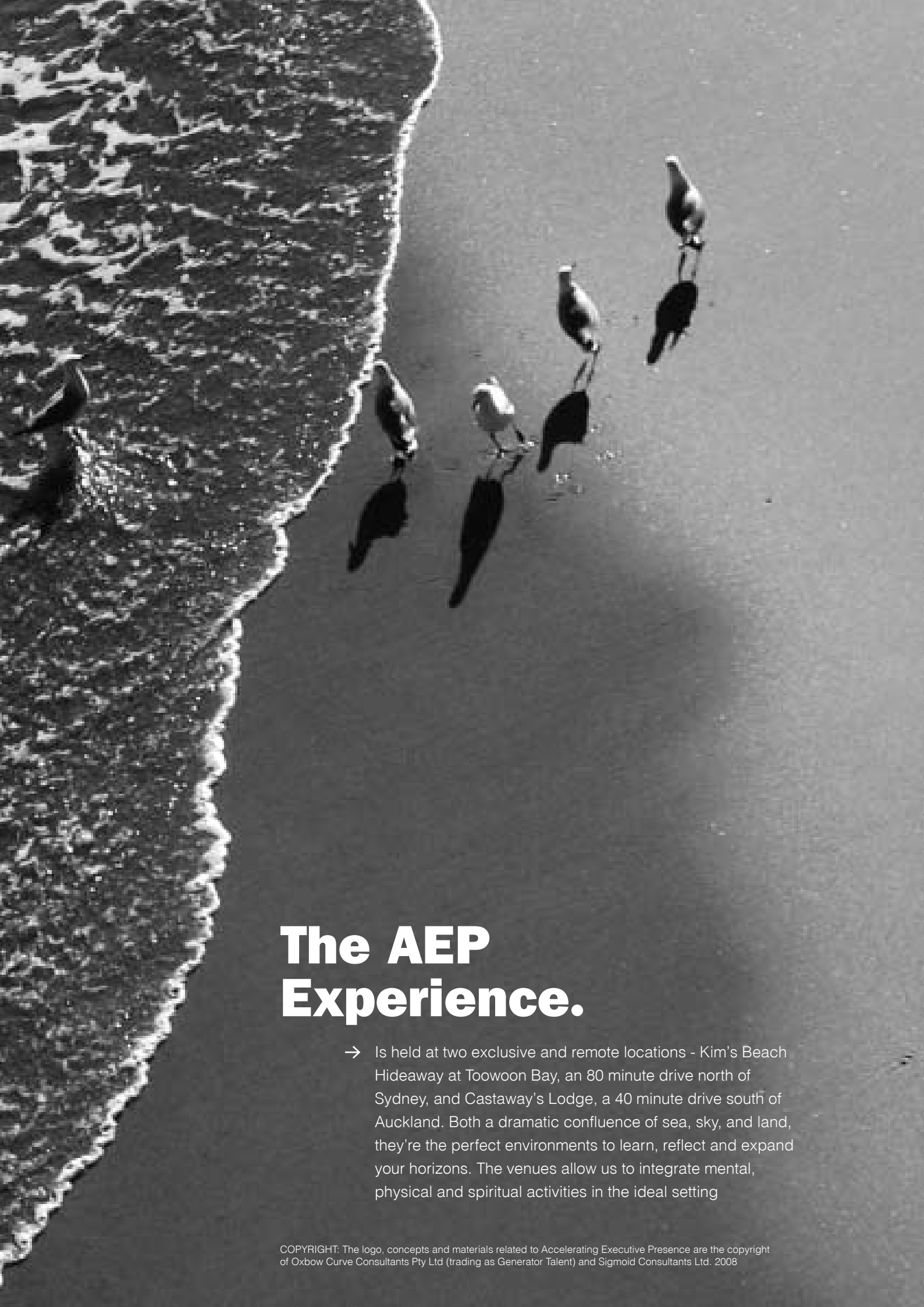
2 Please send a Tax Invoice to

→ [ **AEP TERMS AND CONDITIONS** ]

To be considered for participation in AEP, this application form must be completed, signed and returned by letter or email (pdf). We will confirm your participation in AEP with a follow up email, and if required, an invoice for program fees. Full payment of the fees is required no later than 30 calendar days from the program date in order to ensure a place.

## CANCELLATIONS

- 1 If the cancellation is made 60 calendar days or more prior to the program date, a full refund of the program fees will be made.
- 2 We will accept a substitute participant from the organisation if that person has comparable experience and qualifications. We will determine whether a proposed substitute is an acceptable replacement. No substitute will be permitted if the cancellation is less than two weeks from the program date.
- 3 If a substitute is not available of comparable experience and qualifications, the following terms apply:
  - a If a cancellation is made within 30 - 60 calendar days of the program date, 50% of the fees will be refunded.
  - b If a cancellation is made within 29 calendar days of the program date, then no refund will be given.
  - c If the participant withdraws from the program 48 hours or fewer prior to the program date due to illness or some other unanticipated emergency, a transfer to the next program will be considered.



# The AEP Experience.

- Is held at two exclusive and remote locations - Kim's Beach Hideaway at Toowoon Bay, an 80 minute drive north of Sydney, and Castaway's Lodge, a 40 minute drive south of Auckland. Both a dramatic confluence of sea, sky, and land, they're the perfect environments to learn, reflect and expand your horizons. The venues allow us to integrate mental, physical and spiritual activities in the ideal setting