

THE BEND **LEADERSHIP** ACADEMY



According to a November '07 poll by US News + World Report and The Center for Public Leadership, more than 75% of the respondents say they believe the country is going through a leadership crisis, up 7% from the year before. The depth of our current economic downturn means that we must rethink our approach to leadership now.

The time
is ripe to redefine
leadership
for the
21ST century...

... and meet this
brave moment in
history head on.

Sprawling out in front of us – over the next 25 to 30 years – is an era of change that will know no parallel. Scientific discoveries, advancing technologies and enterprising organizations will provide unheard-of opportunities for growth. At the same time, economic, geo-political and environmental shocks will continue to disrupt systems and disable societies.

We have arrived at a pivot point in the evolution of leadership. A crossroads where the destructive patterns of the past collide head on with the innovative thinking afforded a modern age. A fork in the road where managers cling dearly to what has been while pioneers step completely into what could be.

The bridge to a more meaningful and sustainable tomorrow is built today. In the darkest of moments, pioneers quiet the noise and re-frame the future. Drawing an even more aspirational arc that calls humanity forward. Stitching together the ideas that once again propel our collective fortunes. And unearthing a much-needed renaissance in leadership. Ours is the path of the pioneer.

At MOOSE WILSON, we see an opportunity to elevate and advance the practice of leadership. By combining timeless wisdom with the latest thinking, we aim to provide the leader of tomorrow with the tools necessary to venture confidently into the unknown.

Our aim is simple: to be your guide. An inspiring voice of possibility in an era of unprecedented complexity. A trusted source of insight in the swirling chaos. Providing the thinking and the teaching that will enable the next generation of leaders to go the distance.

The mission of The Academy is to develop the next generation of leaders in Bend and beyond...

... by transforming
leadership
into a truly
modern craft.

Thriving in a jagged age requires that we embrace a paradigm for leadership that is generative -- more imaginative, creative and integrative than any approach we have known to date. The following are the tenets that define *The Modern Craft of Leadership*.™

Humanity is bound simply by its ability to learn.

By teaching ourselves new patterns of thought and action, we will build a more meaningful and sustainable future for generations to come.

Extra capacity (slack) enables creative evolution in novel and unique directions.

Being innovative requires the space and the strength to discover and develop better ways.

The more expansive our minds, the more robust our communities, economies and societies.

Greater collective prosperity will come when we open ourselves to a diversity of thought.

The richer our language, the greater our ability to solve complex problems.

The leader of tomorrow has much to borrow from the field of architecture. World-class architects employ a “spatial logic” that enables them to see and think multi-dimensionally -- resolving conflicting goals to realize elegant solutions.

The future comes from where we are now.

Altering the course of history calls each and everyone of us to go deeper into ourselves. Summoning the resolve to create a bold path forward.

The essence of leadership cannot be found in textbooks, case studies or classrooms. To overcome the insurmountable, the leader of tomorrow must become more available. Opening, expanding and accessing a larger storehouse of potential.

Negotiating the uncertain and the unknown reveals leaders that are generative. Individuals with the creative capacity to “make it up” as they go along. At the core of their mental framework is a belief that we create our way in the world.

The profound news is that we can teach ourselves new patterns of thought and action. As in life, the secret to leadership lies in the unfolding. It's not so much a process of acquisition -- of new skills, tools and knowledge; instead, leadership is more an exploration of the depth and distance one's genius will travel.

Our leadership philosophy is anchored in a belief that you already have what it takes to be extra-ordinary. The task is not to “change” who you are; rather, the goal is to uncover the full force of your unique talents. A progressive series of exercises and experiences enables you to tap into and unleash more of your potential.

This level of leadership is not taught as much as it is revealed.

The Modern Craft of Leadership™

1 Building Capacity

2 Navigating Uncertainty

3 Constructing Futures

4 Orchestrating Change

The Academy's curriculum is built upon 4 foundational disciplines.

1 Building Capacity

To carry a heavier and more complex work load, a leader must increase his/her personal capacity. Over the long run, leaders are best served when they cultivate a “way of being” that provides space for reflection, imagination and regeneration. The development of a regular practice -- like running, writing, yoga, meditation -- yields greater clarity, strength and creativity. Growth in capacity is expressed as a perceptible surge in stamina, confidence and resilience.

2 Navigating Uncertainty

The difference between a leader that makes history and one that merely manages the day-to-day is the uncanny ability to navigate deep uncertainty. Making sense of the increased risk that comes with unfamiliar terrain requires individuals to develop a more intuitive inner compass. The class will be introduced to a number of techniques that alpine mountaineers use to negotiate the unknown. The greater the uncertainty, the more detailed the leader’s maps must be.

3 Constructing Futures

The field of architecture has much to offer the future of leadership. The most renowned architects in the world are able to design structures that reconcile a diverse set of needs to yield environments/spaces that bring communities and organizations together in unheard-of ways. Students will learn what it means to think multi-dimensionally by applying the “spatial logic” of architecture to their own leadership style -- prototyping innovative models of alternative futures.

4 Orchestrating Change

There was a time when the brightest minds in business thought that change was a process that could be “managed”. The reality, however, is that change is more like a science -- with its own dynamic energy and set of rules. The deeply complex problems that leaders face span organizational, cultural and geographic boundaries. The class will study world-class examples of how change is orchestrated in our modern era.

The learning environment is designed to facilitate performance breakthroughs.

Baseline Profile

The starting point for your journey is establishing a personal baseline: the strengths, limitations, aspirations and obstacles that define your approach to leadership. Learning then becomes an exercise in “threshold testing”, where you are continually challenged to encounter and eclipse your performance threshold. Self invention is an integral aspect of leadership development.



All-Terrain Education

The ideal “course” for leadership development is an all-terrain park. Much like playground design, the educational terrain is designed to engage the “whole person”, mentally, emotionally, physically and spiritually. Lectures will be held every other week in a variety of settings, from a traditional classroom setting to hikes in the mountains. All geared to tap into deeper learning.



One-on-One Conditioning

Much like the training regimens of extreme athletes, the more intense the “work out”, the greater the capacity for higher performance. Every participant will engage in one-on-one conditioning with the instructor on a monthly basis, enabling the individual to identify and break old patterns of thought that are no longer effective. Replacing them with new maps that allow them to scale to unprecedented heights.



Challenge Project

People learn best when they are able to apply new thinking to their own problems and projects. Every leader will bring one challenge to work on over the course of the program -- the creation of a business plan, the launch of a new product, the restructuring of an organization. Students will be able to leverage the diverse thinking and experiences of the rest of the class.

The Leader of Tomorrow

Possesses the capacity, creativity and clarity to realize a higher order of performance.

The Class of 2009 will commence the week of January 19th. An orientation session will be held where students will connect with one another. Students will be given a learning map that lays out the syllabus and schedule for the class. Every student will meet with the instructor during this week to develop a baseline performance profile.

The first class session will be held the week of February 3rd. There will be eight 3-hour classes in total -- two class sessions for each foundational discipline of *The Modern Craft of Leadership*.™ These highly interactive “workshops” will be held every other week; precise dates and locations for each class session will be provided upon enrollment. The final session will be held the week of May 11th.

Over the course of the semester, **each student will be challenged to apply new learning about leadership to a project of their own.** These projects can range from the development of a business plan to the launch of a new product; any endeavor where a breakthrough in thinking is sought.

There will be five 2-hour one-on-one conditioning sessions between you and the instructor. These conditioning sessions will be conducted once-per-month beginning in January and ending in May. This will be an ideal time to talk through learning new patterns of thought, as well as work together on your challenge project.

Every student will be provided with a Leadership Journal. This workbook will contain the lectures, exercises, notes and readings for The Academy.

Tuition for the Leadership Academy is \$5,200.
This is payable at the time of enrollment.

The class of 2009
begins in January.

Key take-aways will
elevate your thinking
and advance your
performance as a
leader.

By enrolling in The Bend Leadership Academy, you will realize a higher order of performance through learning to:

Cultivate a practice that yields greater capacity.

Become more expansive as a leader by cultivating a regular ritual -- like running, writing, meditation, yoga -- that builds strength and clarity.

Expand your field of vision to make sense of the deep uncertainty ahead. Learn how to stitch together a much more diverse base of knowledge to better identify the disruptive trends and technologies on the horizon.

Create change ahead of the curve.

Instead of hitting the “abrupt edge” and falling prey to market conditions, economic downturns and competitive pressures, the leader of tomorrow imagines and creates an alternative future in advance.

Solve extremely complex problems by thinking multi-dimensionally. Take a page from world-class architects and learn to view challenges from multiple angles -- thinking across organizational and cultural boundaries to achieve reconciliation of conflicting priorities.

Step completely into your leadership potential.

Realize that leadership is not a uniform to be donned just on Monday to Friday from 9 to 5; rather, it is a “way of being in the world” that impacts everything you do. As a generative leader, you will forever possess the energy to venture confidently into the unknown.

For the last fifteen years, Geoffrey Helt has advised leaders at all stages of development -- from graduate students to seasoned entrepreneurs to Fortune 500 executives. He has lead innovation efforts for numerous blue-chip clients, including Whole Foods Market, Starbucks and The Ritz-Carlton. In addition, he has taught MBA and Executive Education classes at The University of Texas, as well as at universities in Helsinki and Toronto.

From these experiences, Geoffrey recognized an unsettling and recurrent pattern of performance. While quite adept at managing the predictable, these leaders were consistently overwhelmed by the uncertainty that arose in times of deep change. He realized that the model of leadership being taught in business schools and corporations was wholly inadequate for the dynamic, unstable ecology that had become our new normal.

In 2007, Geoffrey founded The Moose Wilson Project; it's ambition is to reinvent the practice of leadership. Through the integration of advanced fields of thought -- science, psychology, architecture -- Geoffrey has developed a leadership curriculum and academy that yields a higher order of performance. Teaching the leader of tomorrow to be as generative as the world in which we live.

"Over the last six years, Geoff has been my mentor, teacher, advisor, coach and loyal friend. He takes the time to help me clearly identify my most formidable goals and understands how to put process together to lead my team to accomplish them. His partnership has empowered me to be an inspiring catalyst and creative force within Whole Foods Market. I can only sum up my experience working with Geoff to say that he sees the trends, designs the processes and has the business acumen to steer in a sound direction."

- Bruce Silverman, Senior Executive at Whole Foods Market

Your instructor,
Geoffrey Helt,
is a catalyst for
change --
personally and
organizationally.

This is your invitation
to invest in the
creation of a
bold future.

THE BEND LEADERSHIP ACADEMY

The Class of 2009 begins January 19th

- Class size will be limited to 12 students
- Every applicant will be interviewed to determine readiness
- Tuition of \$5,200 is due upon enrollment
- Class takes place over 5-months, from January to May

An immersive and dynamic learning experience

- Baseline performance profile is established before 1st class
- Five 1-on-1 conditioning sessions
- Over 25 hours of interactive classroom instruction
- Apply learning to a personal challenge project

Master *The Modern Craft of Leadership*™


- Build the capacity to venture confidently into the unknown
- Envision and design innovative models of alternative futures
- Orchestrate change that spans organizational boundaries
- Negotiate the deep uncertainty and complexity ahead

For questions and enrollment information

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*The Academy also offers custom workshops
and one-on-one leadership conditioning.*



A black and white photograph of a person walking away from the camera on a long, straight, paved path. The path is flanked by a body of water on both sides, with a wooden railing. In the distance, a bright light source creates a strong lens flare effect, illuminating the path and the person's silhouette. The overall mood is contemplative and forward-looking.

The purpose of our pursuits
is to reinvent the unsettling work that is leadership today.

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