

High Commitment, High Performance: How to Build a Resilient Organization for Sustained Advantage

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With many companies battered by the economy, commitment from leaders and employees might seem like increasingly precious resources. Yet commitment and performance are essential elements of any successful firm no matter the health of the economy, according to Michael Beer.

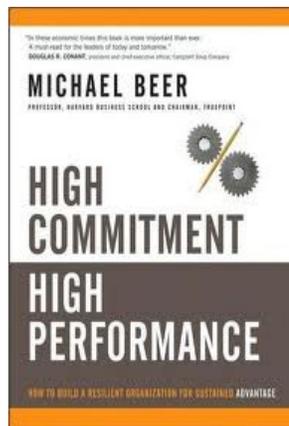
Leaders must make conscious, principled choices. Such principled choices define a firm's character. They are:

Purpose: Defines firm's contribution to customers, employees, investors, community, and society.

Strategy: Firms need a distinct and focused winning strategy to stick with through good times and bad

Risk: Firms must avoid unnecessary financial risks, but they must capitalize on sound business initiatives.

Motivation: Firms have to determine how people will be managed and whether they work solely for money or quality products.



Michael Beer is Cahners-Rabb Professor of Business Administration, Emeritus at the Harvard Business School and Chairman of TruePoint, a research based consultancy that works with senior executives who aspire to transform their organization into a high commitment and performance system.

Michael has authored nine books and written numerous articles in academic and business journals. His book, *The Critical Path to Corporate Renewal*, won the Johnson, Smith & Kinsley Award for the best book on executive leadership and was a finalist for the Academy of Management's Terry Book Award.

Michael has taught in many executive programs at Harvard Business School, including the Advanced Management Program, the International Senior Management Program.

This Program will help leaders:

- Manage with their heads to develop an organized design, business processes, goals and focused strategies
- Manage with their hearts to give employees a sense of higher purpose and the capability to make a difference
- Keep their egos in check and develop honest, collective conversational skills with lower level employees

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