

CEO Group Workshop

How to use the WHAT-WHO-WHY method to reveal disconnects and
Align Your Team.

What is your history with CEO Groups? I have worked with CEO Group Networks, including Vistage, Netcito, Renaissance Executive Forum, YPO/EO, Catlin-Cookman, L10, and many one-off groups, for two decades.

I now study CEO groups and what makes them work well. I have grown to be a big fan of CEO groups and integrated group participation into a [Leadership Support Model](#) that I teach and advise CEOs to implement.

I was in my first Vistage CEO group when it was called TEC (The Executive Committee). for close to a decade. Several members are still close friends with whom I share my most intimate thoughts even after long intervals apart.

As a member, I concluded that speakers were often guilty of idling away three-hours on 20-minutes of worthy content. My ambition as a CEO Group Speaker is to set the bar high for meaningful engagement on important content that helps the group and its members to reach their potential to perform and grow.

What are the roots of your workshop? After 35 years of success running businesses, American University asked me to codify what I was doing to share with masters' students. For AU, I developed a 36-hour course called **Organization Analysis and Strategy** that was delivered in two three-day weekends a month apart. The course was also taught at University of San Francisco and Golden Gate University in various in-room formats. I soon realized that rather than asking masters' students to "imagine you run a business" I should be working with actual business leaders.

With the help of an expert in online education from Stanford, the course went from behind classroom walls to online. We organized a 30-hour program with ten modules that run on any learning platform (e.g., Blackboard, Moodle, Canvas, etc.). We have delivered what is called **Manage to Lead** online in a series of ten two-hour sessions to over 100 executives around the world in cohorts of three-to-five teams of three-to-seven members over the past several years. The **WHAT-WHO-WHY Workshop is Manage to Lead Module-2.**

Do you work onsite or online? The workshop is delivered equally well in-room, online, or hybrid.

How long is your workshop? The workshop is optimized for 2.5 hours but can be longer or shorter depending on the group's appetite. Anything less than 90-minutes will probably feel like too-much-too-fast. More than three hours would likely be better broken into multiple sessions.



What do we use as OUR CASE? Ahead of time, participants are invited to answer three foundational questions about an organization that serves as **YOUR CASE** during the session. The organization can be your CEO Group or one or more companies in the group. All options work well for learning and initially applying what is learned. The decision is left up to the chair.

Who is this workshop for? Groups in their early stages of formation (e.g., 6-24 months from launch) find the workshop helps the chair and members gel, align, and supercharge development of the existing members' commitment to the group and for new member prospecting.

Groups at full size and that are performing well find the workshop is ideal to focus on one of the member companies as a way to discover how the method enables them to help each other align their teams for growth.

How does Manage to Lead content fit relative to EOS Traction and Scaling-Up? EOS Traction and Scaling-Up share roots in [Rockefeller's 10 Principles](#) which help leaders run their companies well from the bottom-up. The [Manage to Lead System](#) helps leaders *architect, build, govern* (as opposed to run), and *change* their organization from the top-down. Think of it as architecting a building or system before building it as opposed to how to live well in what you have built.

For example, EOS makes clear that every organization needs to be clear about its value proposition and its core processes. MtL provides tools and methods for developing an organization's purpose, core processes, and operating model.

The most experienced members find that they are able to incorporate into their organization valuable tools and methods from both EOS and MtL.

Why did you choose to develop a workshop on this topic? One MtL Program participant was a record producer who has worked with artists whose names you would recognize. He said record producers bundle a collection of good songs together into an album but, generally, only one of those songs is a hit and hits are what sells. He said the IntelliVen Manage to Lead content is all very good, but the W-W-W is a hit and should be treated as such. I am trying to follow his advice.

What types of handouts do you provide? A few days ahead of the session members are invited to view a short video and to submit a template with answers to three questions related to **YOUR CASE**. Data from a practice case and from member submissions are handed out during the session and worked on in teams.

What are the elements of interactivity? We work on an example case together and then break into pairs to work on a practice case, and then into teams of three-to-five, and then as a full-group, to work on **YOUR CASE**.



What do we have access to post workshop? In addition to the W-W-W Tool, there are 50+ others on the IntelliVen site that members learn to access and use however they would like at no cost.

Do you have other workshop topics? There are nine other MtL Modules, each of which is a separate workshop. If there is sufficient interest, I will invest in packaging and promoting some or all of these over time. Ahead of then, any of the modules can be delivered on a custom basis with little modification.

Do you have a special offering for group members? In addition to one-hour of free one-on-one coaching from me, group members are eligible to receive 20%-off the list price of the first of the following service offerings they purchase from IntelliVen:

IntelliVen Offering	List Price	Member Price
Up-to one-hour of 1-on-1 coaching	\$750/hour	FREE
Executive Team W-W-W Workshop (for a team of up to 7)	\$8,000	\$6,400
Management Team Offsite (2 days for a team of up to 20)	\$50,000	\$40,000
MtL Immersion Program (10 modules for a team of up to 20)	\$50,000	\$40,000

What materials, tech, and setup are needed for your workshop?

- A large display screen:
 - Positioned for easy viewing by all participants.
 - That connects to a PC over the Internet, wirelessly, or via HDMI.
- At least two flipcharts with several pages of paper and new permeant markers, and/or a whiteboard(s) with new dry-erase markers and an eraser.
- Room to lead the workshop while sitting, standing, and moving from the PC to the screen/whiteboard/flipchart and room for members to break into pairs and groups without disturbing each other.
- Several pages will be provided in advance to be printed and available for distribution during the session.

How do we get in touch with you?

Contact me any time at peterd@intelliven.com or 415-848-2634.

