

# DISCOVER ADAPTIVE LEADERSHIP

*Innovative ways to be the most effective leader in  
the midst of crisis or change*

Register before February 15, 2008 and save \$50 per person. See details inside...

 [GTBMC.COM](http://GTBMC.COM)

You're Invited to the inaugural Adaptive Leadership Symposium  
*The first seminar of its kind to be offered to the general public!*

Sponsored by Greenville Technical College's  
Critical Incident Management Institute

**REGISTER TODAY!**

March 19, 2008

9 a.m. – 5 p.m.

Greenville, S.C.



**Buck Mickel Center**

PERSONAL & PROFESSIONAL  
DEVELOPMENT



CRITICAL INCIDENT MANAGEMENT INSTITUTE

# Leadership

## Enhance Your Leadership Skills During Chaotic Situations

As a leader, you know about managing people when everything is going right. When business is flowing smoothly, a chain of events occurs that keeps the wheels turning on an ongoing basis. Even if there's a small glitch, you can handle it. However, what happens when you're faced with crisis or major change?

From natural disasters such as hurricanes and wildfires to man-made events such as the tragedies at Virginia Tech or 911, the key to success in times of crisis is Adaptive Leadership – the ability to deal rapidly with situations that are far outside your normal day-to-day experience. In times like these, decisions need to be made quickly...there's little or no time to analyze...it's time to act and act fast.

The ability to be an effective leader under stress is a valuable, crucial and indispensable skill for those in a position of command. Although most leaders can adjust immediately to situations that are predictable and stable, very few can adapt to unanticipated, rapidly changing, or chaotic high-stress conditions, without some degradation in their performance. The Adaptive Leadership Symposium will enhance a participant's ability to efficiently formulate, structure, and implement analyses that lead to clarity of action and success.

Adaptive leadership, combined with critical thinking, is the discipline of rigorously and skillfully using information, experience, observation and reasoning to guide decisions and actions. The one-day symposium will provide an overview of a sound process for making smarter, faster decisions during chaotic times. Participants will gain a basic understanding of adaptive leadership, organizational processes and critical thinking tools for making crisis driven leadership decisions.

## What the Seminar Will Include

- Adaptive Leadership: Foundation for Success in the 21st Century (Dale Stewart)
- From Blitzkrieg to Baghdad and Beyond: Theory of Adaptive Leadership (Chet Richards)
- Adaptive Leadership in Action with the USMC and Today's Corporations (Mike Wyly)
- Building Organizations with Adaptive Leaders (Don Vandergriff)
- Making Adaptive Leadership Work in Your Organization (Dale Stewart)
- Book Signing Reception



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*"Your job as a leader: Outmaneuver the competition, respond decisively to fast-changing conditions, and defeat your rivals. That's why the OODA loop (Observe, Orient, Decide, Act), the brainchild of "40 Second" Boyd, an unconventional fighter pilot, is one of today's most important ideas in battle or in business."*

– K. Hammond, *FAST Company*,  
Issue 59, May 2002

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## One Full Day of Powerful Pointers for Crisis Leaders

Introducing the inaugural Adaptive Leadership Symposium. The first seminar of its kind to be offered to leaders like you, this full-day event is based on the principles of the late US Air Force Colonel and strategist John R. Boyd. Attend this information-packed symposium and discover how to:

- **Develop rapid decision makings skills.** Quickly seize the initiative during an unfolding and unpredictable situation.
- **Strengthen your critical and creative thinking.** Achieve understanding, evaluate and solve problems in the rapidly changing environment you face during times of crisis.
- **Create a climate of mutual trust where everyone responds with initiative and intuitive competence.** Learn to Appreciate the role intuition plays, use and trust intuition during decision making, and recognize when a quick decision is better that striving for the “perfect solution.”

## Sharpen Your Crisis Decision Making Skills

Presented by four leading professionals, the *Adaptive Leadership Symposium* reveals the basic elements of John Boyd’s theory which forms the foundation for the training and tactics used by elite elements of the U.S. military such as the Marine Corps and the US Navy SEALs.

Brought together for the first time, your four exceptional speakers have each worked closely with Boyd’s theories and have successfully applied his concepts in both military and civilian situations. Gain inspiration from their presentations as they provide you with the knowledge you’ll need to embrace adaptive leadership techniques.



## What You Will Learn

- How to employ Boyd’s OODA loop (Observe-Orient-Decide-Act) to sharpen your competitive edge
- How to create and keep adaptive leaders
- How senior leaders build and sustain a “Learning Organization” which nurtures these attributes
- When to implement process action teams to devise the best solution in the quickest response time
- How free thinking can build esprit de corps and become a critical asset in times of crisis
- Why the *Adaptive Leader* gets ahead by focusing on people and their ideas

## Who Should Attend

- Emergency Managers
- Response Organizations
- Corporate Executives
- Government Decision Makers
- Military Personnel
- College Presidents
- Healthcare Administrators
- First Responder Leadership
  - Fire
  - Law Enforcement
  - EMT

## Buck Mickel Center

P.O. Box 5616  
Greenville, S.C 29606-5616  
864.250.8800  
gtbmc.com

*Greenville Technical College provides equal opportunity and affirmative action in education and employment for all qualified persons regardless of race, color, religion, sex, national origin, age, disability, sexual orientation, or veteran status.*

# bios

## Speakers With Unmatched Credentials



Dr. Chet Richards, a close associate of the late USAF Colonel John R. Boyd, has presented

Boyd's strategy and applications to businesses and military audiences both in the US and in Europe. He is the only person to have delivered Boyd's complete *Discourse on Winning and Losing* since Boyd's death. He is the author of several books including *Certain to Win* which applies Boyd's concepts to the world of business competition. Chet owns and edits *Defense and the National Interest*, <http://www.d-n-i.net>, a site devoted to promulgating Boyd's ideas. DNI is a major source of information on applications of Boyd's concepts, including the emerging field of fourth generation warfare and receives approximately one million visits per year. It was cited in 2003 as one of the top five defense sites by the *National Journal*. Chet holds a Ph.D. in mathematics and is a retired colonel in the US Air Force. He is a consultant with J. Addams & Partners, a full service public relations firm.



Major Donald E. Vandergriff retired from the U.S. Army during the summer of 2005. He is currently

a consultant to the U.S. Army, U.S. Marine Corps and has worked with the Navy Seals on leader development, particularly how to develop adaptability in modern or 4th Generation Warfare. Don has written numerous books including *Raising the Bar: Creating and Nurturing Adaptive Leaders to Deal with the Changing Face of War*. He has held briefings for audiences that have ranged from the Secretary of the Army Thomas White, Chiefs of Staff such as General Dennis Reimer, Vice Chiefs of Staff such as General Jack Keane, Congressmen, and think tanks. The U.S. Army Training and Doctrine Command's Army Capabilities Integration Center Forward (ARCIC-FWD) hired Don to contribute to the evolution of Army Leader development programs and recommend changes that will prepare the Army's leaders and soldiers for the future.



As one of the world's top crisis management, travel security and risk analysis experts, Dale Stewart has

been there, done that, and survived to teach lessons learned. He has direct experience succeeding at missions in some of the most hostile terrains and circumstances on earth. For the past 25 years, Dale has worked as an independent consultant on issues relating to disaster preparedness and response, risk analysis, and operational security planning. His clients are a diverse group: government agencies, small and large corporations, police departments, fire departments, schools and universities, non-governmental organizations, and mission groups. Dale is the author of numerous articles on preparedness and the family preparedness book *On Your Own – A Family's Guide to Disaster Preparedness*.



Retired U.S. Marine Colonel Michael Duncan Wyly was an instructor in tactics at the Amphibious

Warfare School (AWS) where he, with John Boyd, introduced maneuver warfare. Wyly enlisted as a Marine private in 1957. He entered the U.S. Naval Academy, Annapolis, in 1958 and graduated in 1962 as Second Lieutenant of Marines. He co-wrote the *Maneuver Warfare Handbook* for the Marine Corps with William Lind. Michael is currently Executive Director of Bossov Ballet Theatre, a non-profit ballet company in Pittsfield, Maine. Michael's role as director of a Ballet school is seen as unusual for a retired marine and has been the subject of articles in the *Wall Street Journal*, and the *Christian Science Monitor*.

# registration

***Date:***

March 19, 2008

***Location:***

Carolina First Center  
Greenville, South Carolina

***Cost:***

\$725/person

- Register more than **TWO** participants and save \$50 for each additional person!
  - **Early Bird Registration before Feb. 15, 2008 for only \$675**
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***Three Easy Ways to Register...***

**1. Online**

Visit ***gtbmc.com***

**2. Telephone**

Call ***(864) 250-8800***

VISA, MasterCard, AMEX or Discover cards accepted

**3. Mail**

Complete and return the Registration Form on the reverse side of this tab and mail to us with your check enclosed (made payable to Greenville Technical College) or credit card details to:

**Greenville Technical College  
CE Division  
PO Box 5616  
Greenville, SC 29606-5616**

***Seating is Limited!!!***

Mail the registration form with payment of \$725 to **Buck Mickel Center Registration**  
**PO Box 5616, Greenville, South Carolina 29606-5616**  
or call (864) 250-8800 with your credit card number.  
Make checks payable to Greenville Technical College

**Adaptive Leadership Symposium Registration Form**

**Cost \$725**

Name \_\_\_\_\_

Company Name \_\_\_\_\_

Address \_\_\_\_\_

City \_\_\_\_\_ State \_\_\_\_\_ Zip code \_\_\_\_\_

Telephone (day) \_\_\_\_\_ (evening) \_\_\_\_\_

Email address \_\_\_\_\_

MasterCard  Visa  Discover  AMEX  Check Enclosed

Card Number \_\_\_\_\_ Expiration date \_\_\_\_\_

Signature \_\_\_\_\_

Bill Company; Attn: \_\_\_\_\_ P.O. # \_\_\_\_\_

If more than one attendee is registering, please attach an additional sheet of paper with their details. Remember, register before February 15, 2008 and save \$50 per person, OR register more than two persons and each additional person saves \$50 per person.