

# VECTOR GROUP

## EFFECTIVE LEADERSHIP AND EXECUTIVE DEVELOPMENT

### EFFECTIVE LEADERSHIP

Vector Group's **Functional Leadership** model focuses on the behaviors of your organization's leaders—what they do and what their accomplishments are—rather than on leadership characteristics. We help your organization establish the key functions of leadership:

**PROVIDING DIRECTION** Where is the company going? What are its mission, vision, strategy and values?

**PROVIDING MOTIVATION** Why should we go there? What are the business reasons? What are the benefits?

**PROVIDING GUIDANCE** How do we get there? What is the plan, and what behaviors are required to get us from where we are to where we want to be?

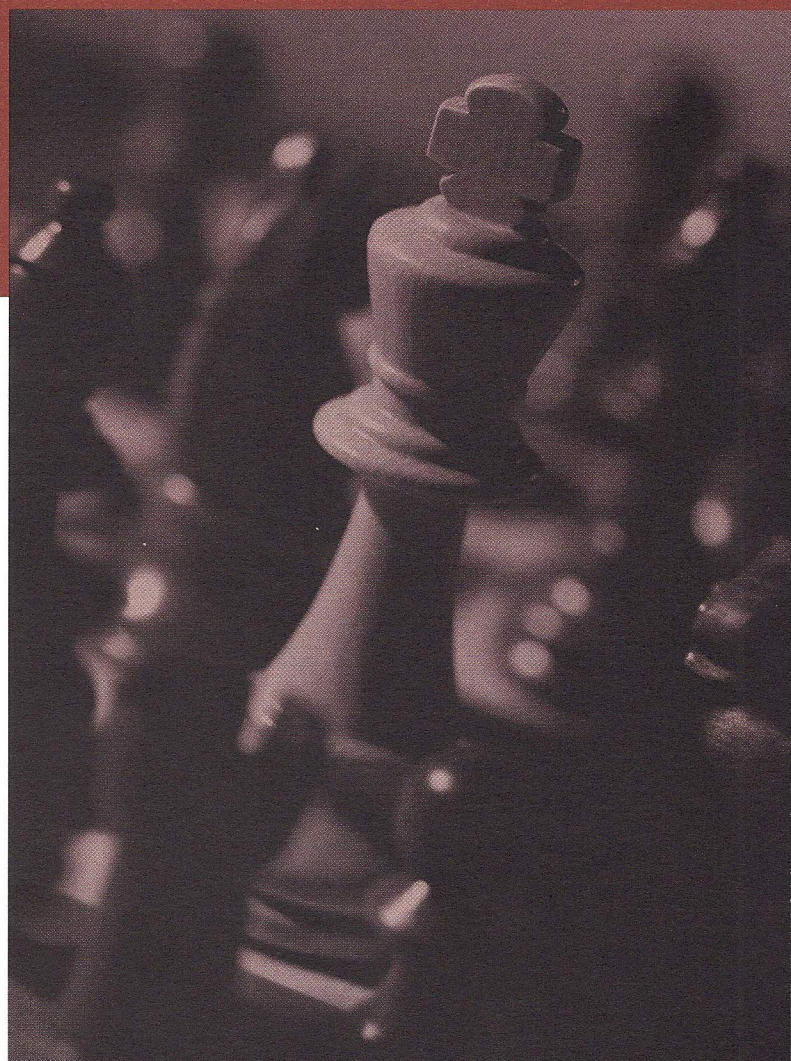
Vector Group works with your organization to determine its leadership priorities and practices. We build and implement a customized **Leadership Development** model and programs that establish consistent leadership at all levels of your organization.

We have developed effective, high-impact leadership programs for **British Airways**, **General Motors** and **Alliant TechSystems** among others.

### EXECUTIVE DEVELOPMENT

**Executive Development** is *not* optional in today's business environment—it is mandatory. Vector Group's **Executive Development Model** is a customized system of selection, recruitment, training, development and on-going executive feedback and coaching.

**A STRATEGIC INITIATIVE TO BUILD  
AND RETAIN EXECUTIVE "BENCH  
STRENGTH" IS KEY TO GAINING—AND  
SUSTAINING—A COMPETITIVE EDGE.**



Among the key components of our system:

- Development of key competencies, practices and behaviors.
- "Just-in-time" training- and action-learning-based development.
- Individual/team focus on priority business issues.
- 360° feedback on leadership and management practices.
- Executive coaching.

We also believe that linking our system to some of the world's top business schools—Wharton, Harvard, Stanford, the London School of Business and others—offers significant benefits to your organization. On an as-needed basis, we help executives select graduate degree and special short programs that are most appropriate to their individual objectives.

It's no wonder that companies such as AT&T, Square D and W.R. Grace have asked Vector Group to help with their executive development programs.



Vector Group, LLC is a global consulting firm that helps organizations identify and resolve their priority business issues. We specialize in systematic organizational assessments and interventions to ensure that corporate strategy, culture and infrastructure are aligned achieve breakthrough success. We enjoy a sterling reputation built over the last twenty-five years.

## WHO WE ARE

### J. ROBERT CARLETON

#### SENIOR PARTNER AND FOUNDER

Founder and Senior Partner Bob Carleton has worked extensively as a manager and consultant in both public and private business sectors for the past 35 years. At the Southland Corporation he served as manager of research and evaluation and director of executive development. His clients have included British Airways, General Motors, Groupe Schneider, hp/Compaq, and W.R. Grace.

An accomplished author, he published numerous articles on culture, leadership and organizational effectiveness. He co-authored with Claude Lineberry chapters on culture change in the *Handbook of Performance Technology* and the book *Achieving Post-Merger Success* published by Pfeiffer. He recently published *Implementation and Management of Performance Improvement Plans* by HRD Press. He is a founding director and past president of the International Board of Standards for Training, Performance and Instruction. He is considered a global thought leader on Cultural Due Diligence (CDD) with regard to Mergers and Acquisitions. He first developed the concept and coined the term of CDD in 1997.

### GARY W. CRAIG

#### MANAGING PARTNER

Gary Craig is the Managing Partner for Vector Group, LLC. For almost 25 years he has helped people and organizations move through dramatic change. Since joining the firm in 1989, he contributed significantly to a number of large-scale strategic initiatives in the US, the UK, Europe and South America. His experience includes multiple projects with British Airways, Prudential Retail (UK), hp/Compaq, Square D Company, Texaco, Community Mutual Insurance Company, and Jeppesen-Sanderson.

He co-authored and published *The Management Mirror: Helping Senior Executive Teams See Their Own Reality* with Claude S. Lineberry in the UK. He has written numerous articles on organizational development, change, leadership for professional journals and newsletters.

He is Past President of the American Society for Training and Development (ASTD)-Rocky Mountain Chapter in Denver, CO and is an Honorary Life Member. He was a member of the national ASTD Board of Directors, Chair of the National Advisors for Chapters and was invited to serve as the first Field Editor for the Organizational Development Forum.

### JANET SCHLIEFERT

#### SENIOR PARTNER

Janet Schliefert is a Senior Partner with Vector Group, LLC. Janet has over 25 years experience in training design and delivery systems, specializing in management and sales development, performance improvement interventions, and performance management systems development. She provided a range of consulting services for industries representing insurance, banking, manufacturing, financial services, airlines, and health care.

Much of her work has been in the areas of quality, managing change, leadership and building effective teams. Janet has implemented a Total Quality process in two Fortune 500 manufacturing firms, an international airline and an insurance company.

Throughout her career, Janet has delivered measurable results while implementing significant organizational change. She has established effective and credible HRD departments, designed performance management systems that increased alignment of organizational goals with individuals' goals, created and implemented training curriculums that achieved the targeted organizational results, and identified and coached leadership successors. Her work with the Forum Corporation began in 1984 as a client, joining Forum's Resource Network in 1990.

## OUR ASSOCIATES

Vector Group creates project teams from a powerful network of world class senior consultants and advisors in the US, UK and Europe. Our associates offer a wide range of experience and expertise in organizational effectiveness.



*Aligning culture, infrastructure and strategy.*

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