



NTL[®] INSTITUTE

Learn it. Live it.™



2013 Program Guide

Includes Fall 2012 Program Schedule



NTL Institute for Applied Behavioral Science

65 years of learning,
service & innovation



Do You Have the Talent to Lead and the Passion to Learn?

At the NTL Institute for Applied Behavioral Science, we can help you enhance your existing leadership talent with the skills you need to be a more effective leader, manager, and peer. Experience an NTL core program—our signature Human Interaction Laboratory or Interpersonal Skills for Leadership Success—and immediately apply the learning to your professional and personal life.

The nearly 400 global members of NTL all share a dedication to our distinctive, foundational learning methodology that has been proven to foster success for individuals and organizations alike.

65 years of learning,
service & innovation



I hope you will take some time to read through this program guide. It demonstrates the broad landscape of NTL and its deep commitment to learning for living. During my years with and travels for NTL, I am frequently told by past participants of the profound influence an NTL workshop has had on their work and life. Some may have taken a workshop 25 or more years ago, and still the impact is close and important to them. I encourage you to find one of those experiences in this guide and move into the next level of your personal and professional development.

Brenda B. Jones

PRESIDENT, NTL INSTITUTE

Scheduled Programs

We hold a variety of programs in cities across the nation. Each one is supported by an NTL Community of Practice. A list of program topics is below. You'll find program descriptions on pages 5-7, and the 2013 Program Schedule, including Fall 2012 programs, on pages 8-9.

Core Labs

- ▶ Human Interaction Laboratory
- ▶ Human Interaction Laboratory II
- ▶ Interpersonal Skills for Leadership Success
- ▶ So You Want to Run a T-Group

Organization Development, Leadership, and Change

- ▶ Coaching for Performance and Accountability **New!**
- ▶ Collaborating as a Global Team Player **New!**
- ▶ Creating and Sustaining High Performing Teams
- ▶ Developing Your Appreciative Intelligence® **New!**
- ▶ Diagnosing Organizations with Impact

- ▶ EQ-i 2.0® Certification Training
- ▶ Facilitating and Managing Complex Systems Change
- ▶ Facilitating Strategic Planning
- ▶ Group Process Consulting in Organizations
- ▶ High Impact Relationships **New!**
- ▶ Influencing Change in Complex Times
- ▶ Intervention Strategies
- ▶ Leading Organizational Change
- ▶ Managing Conflict in the Workplace
- ▶ Organization Effectiveness Tools
- ▶ Power In Action **New!**
- ▶ Start Up-Creating a Consulting Contract
- ▶ Theory and Practice in OD

Coaching

- ▶ Art of Coaching
- ▶ Coaching Tools and Techniques

Global

- ▶ Global Team Dynamics

Personal Growth

- ▶ Self Awareness and Being

Appreciative Inquiry

- ▶ Appreciative Inquiry: Coaching
- ▶ Appreciative Inquiry: Strategic Planning

Diversity, Inclusion, and Social Justice

- ▶ Diversity Work Conference

Professional Development Packages

To help you along your career path, we offer packages unique to job roles and responsibilities. It doesn't matter if you are a CEO, a consultant, a group manager, a human resource director, or simply aspiring to be a leader, we have a development track that will meet your current needs and support advancements in your future. For more information about our professional development packages, call **1-800-777-5227** to speak with an NTL associate today.

Virtual Training

At NTL, we aim to provide development options for today's fast-paced, multi-tasking professionals and therefore offer a variety of Webinars and Webcasts that deliver key tips and expert insights on the most useful individual and organizational topics today. Visit www.ntl.org to check out our latest virtual offerings.

Coaching Services

As value-added support to our programs, we offer one-on-one coaching to help you clarify and anchor your workshop insights, experience, and learnings. We also provide coaching to help you through current issues or organizational challenges. You'll find more information on our exceptional Coaching Services on page 13.

Certificate Programs

Throughout our 65 years, we've provided distinctive certificate programs that have helped people aspire to new levels. Our signature Organization Development Certificate Program is a robust, multi-faceted program designed to support the working professional's understanding of organization development principles and practices. You'll find more information on our most popular certificate program on page 10.

Custom Client Services

In addition to our regularly scheduled training, workshops, and certificate programs, NTL provides customized programs to organizations around the world. Every customized program is carefully designed to enhance individual, group, and organizational performance based on the client organization's strategy, goals, and objectives. You'll find more information about our Custom Client Services on page 11.

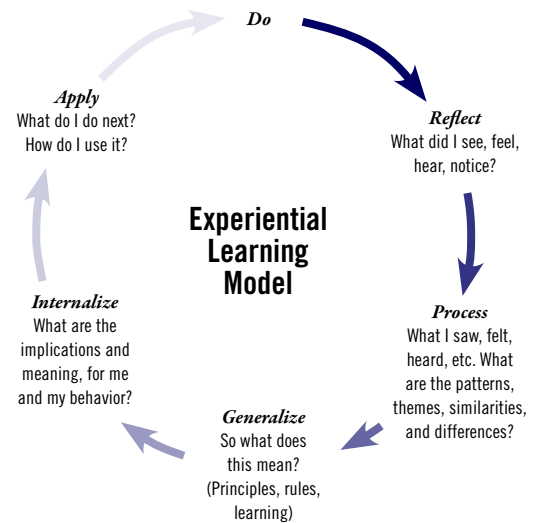
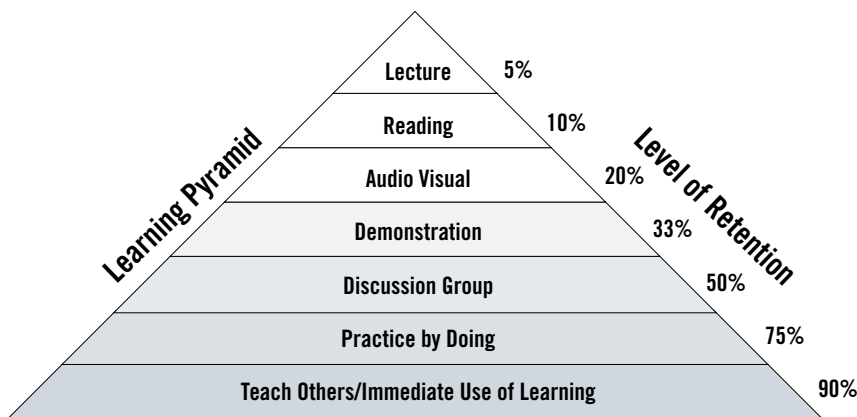


What makes an NTL program different from other training programs? With a 65 year tradition of behavioral change success, NTL's approach is experiential learning at its best.

Unlike traditional training programs, participants in NTL labs are engaged from the outset in hands-on experiences designed to develop motivation, deepen insight, build skills, and cement back-home application of learning.

Time and time again, NTL clients report significant and positive impact on their goals and performance at multiple levels within organizations.

UTILIZING KNOWLEDGE FROM: → TO MOVE TO:



NTL Learning Methodology

NTL learning methods are a catalyst for individual and organizational change, reinforced by immediate application that results in performance improvement and tangible progress towards organization goals.

Accelerated Learning and Immediate Application: NTL's experiential learning approach accelerates the transition from learning to application by building insight and motivation toward desired behavior change and skills development. Shown above, the NTL Experiential Learning Model—developed as an evolution to the Learning Pyramid—helps each individual fully engage in his or her own learning process.

Performance Improvement and Achieving Desired Results: To enhance business results simultaneously with developing individual capabilities, learners apply new insights and skills to real organizational problems or opportunities that they are responsible for tackling. NTL designs learning and training to enhance individual, group, and organizational performance based on strategy, goals, and objectives.



"I loved the experiential approach, the expertise of facilitators, the community building and the good mix of theoretical and practical."
~Development Director

Core Labs

THE FUNDAMENTALS OF BEHAVIORAL CHANGE

Human Interaction Laboratory

Participants in NTL's signature lab increase their awareness of how the impact of what they say and do corresponds to their intent. They explore productive and effective ways to give and receive feedback, communicate, check assumptions and handle conflict, giving them more options and better results.

Human Interaction Laboratory II

An extension of our signature lab, participants in this experiential learning workshop build on the skills learned in the Human Interaction Laboratory on a group level. They explore and learn how they can influence group processes and dynamics to achieve desired group results.

Interpersonal Skills for Leadership Success

This lab is designed for leaders wanting to enhance their interpersonal effectiveness, both within and outside of their organizations. Participants emerge better able to lead and support the people with whom they work and achieve the results they intend from their interactions with others.

So You Want to Run a T-Group

Participants in this highly intensive and interactive lab learn how to deliver NTL's core offering, the Human Interaction Laboratory. Attendees refine their content design and delivery skills, and learn how to help people improve their communication effectiveness on both an interpersonal and group level.



Organization Development, Leadership, and Change

Coaching for Performance and Accountability *New!*

This experiential workshop builds an understanding of the coaching process and provides opportunities to deepen leaders' coaching skills in a manner that builds both employee engagement and performance. Participants emerge able to motivate and support employees in achieving their full potential.

Collaborating as a Global Team Player *New!*

This lab enhances participants' ability to successfully collaborate as a team player in environments with complex and competing needs. It increases individuals' ability to work together across networks and lead collaborative global teams to deliver organizational initiatives and achieve results.

Creating and Sustaining High Performing Teams

Participants attending this workshop learn how to create and maintain motivation and commitment in groups from the authors of the Drexler Sibbet team building model. Attendees will be able to use a diagnostic tool to assess team status and, upon completion of the workshop, be certified to apply the model in their own organizations.

Developing Your Appreciative Intelligence® for Innovation and Transformational Leadership *New!*

This workshop helps participants learn how to reframe problems and challenges so that the innovation and positive possibilities become visible and available. Attendees create an action plan for practicing the various components of Appreciative Intelligence in their business context.

Diagnosing Organizations with Impact

This workshop trains participants to view organizations as open systems and diagnose what's going on in them, while learning to balance the roles of diagnostician and consultant. Participants apply these skills to a live client system and emerge with proven tools and techniques to apply in their own organizations.

EQ-i 2.0® (Emotional Intelligence Quotient Inventory) Certification Training

This two-day certification workshop introduces you to a powerful emotional intelligence model and a process to aid in the emotional awareness and skill development of your clients through coaching and training.

Facilitating and Managing Complex Systems Change

This lab deepens participants' appreciation of how complexity, positional power, and dynamics around change pervade organizations. Attendees are able to better manage these forces and the situations they create within their organization.

Facilitating Strategic Planning

This experiential lab provides a strategic planning model that incorporates facilitation skills and activities that help create a collaborative sense of purpose within an organization. Participants learn about the strategic planning model and apply it with a live client system.

Group Process Consulting in Organizations

Rooted in the seminal work of Dr. Edgar Schein, this workshop builds participants' ability to be helpful to groups as an organizational consultant. Skills honed include tracking overt and covert behaviors, surfacing assumptions, and helping the group achieve its outcomes through use of self and inquiry.

"There is no other leadership training like this that I have encountered and think it is amazingly powerful. Thanks for this experience!"

~Vice President



Over 155,000 participants from over 1,300 organizations have attended NTL programs over the last 65 years.

High Impact Relationships *New!*

This lab enhances participants' ability to establish, maintain, and influence relationships in a meaningful and effective way. It also increases participants' comfort level in productively confronting others while keeping intact, healthy relationships. Participants emerge better able to both develop and build trust.

Influencing Change in Complex Times

This lab deepens participants' understanding of how to create patterns of innovation, collaboration, and agility—core elements enabling today's success. Participants learn new tools providing revolutionary insights and important contributions to the way we understand and influence social systems.

Intervention Strategies

This experiential lab provides incomparable experience in making intervention choices at all job levels. Participants gain techniques to successfully conduct interventions with grace, skill, and sensitivity in service of helping an organization to grow, change, or adapt.

Leading Organizational Change

This workshop provides insight into change processes by taking a systems perspective. Participants bring in their own cases and work through them in 'consulting clinics.' Attendees gain valuable insight from other change practitioners and emerge able to apply learned theories directly to their organization.

Managing Conflict in the Workplace

Participants in this lab learn how to handle conflict without fear, frustration, or hostility. Attendees are able to identify conflict at its earliest stages so that it gets dealt with effectively and relationships stay manageable and healthy.

Organization Effectiveness Tools

This lab introduces and qualifies participants on three very different, yet complimentary OD tools—the TKI (Thomas-Kilmann Conflict Mode Instrument), Will Schutz's FIRO (Fundamental Interpersonal Relations Orientation) Element-B, and the KGI (Klein Group Instrument). Each of these tools is unique in its approach to self-awareness and group development, yet each takes on even more power when used in combination with the others.

Power in Action: Leveraging Power Strategies to Achieve Breakthrough Results *New!*

This workshop focuses on using power for good in organizations by focusing on participants' personal and professional brands, their domains of competence, and the visions they hold for themselves. Participants learn to leverage their professional and personal capital to accomplish their goals.

Start Up—Creating a Consulting Contract

This highly experiential lab grounds participants in the "must-do" first phase of a consultation. In addition to developing concrete skills in the negotiation process, participants explore the values, principles, and tenets of ethical practice that can guide their work and support professional integrity.

Theory and Practice in OD

This lab provides a comprehensive introduction to the theory and practice of organization development—its history, current practices, basic principles, and personal skills needed by practitioners. Attendees emerge with a clear view of where they are as OD practitioners and what their next steps might be.



"Opportunity for experiential learning with a live client system was just incredible; learning about models; creating my own model; engaging with other participants—you just can't find this type of program anywhere else!"

~Senior Manager

Coaching

Art of Coaching

This lab allows participants to assess their coaching style and its effectiveness in fostering sustainable results. Attendees practice both the role of the coach and the coachee in this unique learning laboratory that provides an individualized “game plan” for use back-home.

Coaching Tools and Techniques

This workshop focuses on the practical application of proven coaching tools and techniques, with attention to their theoretical underpinnings. Participants gain hands-on experience in goal-setting, cognitive interventions, effective use of instruments, and a framework for choosing appropriate interventions.

Global

Global Team Dynamics

This workshop enables participants to learn how their behavior translates into other cultural, social, and business contexts. Attendees emerge better able to effectively collaborate in global business settings and in a global community.

Personal Growth

Self-Awareness and Being

Participants attending this lab learn how to discover, understand, and apply their fullest potential on an intra- and interpersonal basis so that they can effectively and intentionally achieve the outcomes they desire in their interactions with others.

Appreciative Inquiry

Appreciative Inquiry: Coaching

This lab is a powerful vehicle for energizing positive change in an individual or team by enabling participants to discover, expand, and sustain their root causes of success, create a compelling dream of their desired future, design specific plans to realize this dream, and support positive change.

Appreciative Inquiry: Strategic Planning

Participants in this lab explore the power of Appreciative Inquiry as a process for large scale strategic change in an organization. Attendees develop the capacity to seek and implement continuous innovation.

Diversity, Inclusion, and Social Justice

Diversity Work Conference

This lab enables participants to understand, appreciate, and leverage the multiple dimensions of diversity in a group through an intentional *use of self*. Attendees emerge able to identify and explore people's differences as strengths to be embraced.



“I truly appreciated the comment in the beginning to work on LEARNING NOT PERFORMING. Excellent words that I came back to from time to time. Thank you.”

~Principal Consultant

More than 5,200 NTL programs have been delivered within the past 65 years.



2012

OCTOBER

Oct. 1-5, 2012 – Arlington, VA
Diversity Work Conference
Tuition: \$940

Oct. 8-12 – Seattle, WA
Diagnosing Organizations with Impact
Tuition: \$3,045

Oct. 9-10, 2012 – Arlington, VA
High Impact Relationships
Tuition: \$1,590

Oct. 14-19, 2012 – Fairfax, VA
Human Interaction Laboratory
Tuition: \$3,200

Oct. 15-19, 2012 – Seattle, WA
Facilitating Strategic Planning
Tuition: \$3,145

Oct. 15-18, 2012 – Arlington, VA
Self-Awareness and Being
Tuition: \$2,940

Oct. 29-31 – Arlington, VA
Art of Coaching
Tuition: \$1,465

NOVEMBER

Nov. 1-2, 2012 – Arlington, VA
Coaching Tools and Techniques
Tuition: \$940

Nov. 4-9, 2012 – Fairfax, VA
Human Interaction Laboratory
Tuition: \$3,200

Nov. 11-16, 2012 – Seattle, WA
Theory and Practice in OD
Tuition: \$3,360

Nov. 12-16, 2012 – Arlington, VA
Appreciative Inquiry: Coaching
Tuition: \$3,145

Nov. 26-28, 2012 – Arlington, VA
Influencing Change in Complex Times
Tuition: \$1,465

Nov. 28-30, 2012 – Seattle, WA
Coaching for Performance and Accountability
Tuition: \$1,850

Nov. 29-30, 2012 – Arlington, VA
EQ-i 2.0® (Emotional Intelligence Quotient Inventory) Certification Training
Tuition: \$1,575

DECEMBER

Dec. 2-7, 2012 – Leesburg, VA
Human Interaction Laboratory
Tuition: \$3,200

Dec. 5-6, 2012 – Arlington, VA
Organization Effectiveness Tools
Tuition: \$1,045

Dec. 9-14 – Fairfax, VA
Interpersonal Skills for Leadership Success
Tuition: \$3,200

Dec. 10-13 – Arlington, VA
Start Up—Creating a Consulting Contract
Tuition: \$2,940

2013

JANUARY

Jan. 20-25, 2013 – DC Metro Area
Human Interaction Laboratory
Tuition: \$3,450

FEBRUARY

Feb. 3-8, 2013—Seattle, WA
Human Interaction Laboratory
Tuition: \$3,450

Feb. 3-8, 2013—DC Metro Area
Interpersonal Skills for Leadership Success
Tuition: \$3,450

Feb. 11-15, 2013—DC Metro Area
Group Process Consulting in Organizations
Tuition: \$3,450

Feb. 25-28, 2013—Seattle, WA
Start Up—Creating a Consulting Contract
Tuition: \$2,950

MARCH

March 4-6, 2013—Chicago, IL
Coaching for Performance and Accountability
Tuition: \$1,950

March 4-8, 2013—DC Metro Area
Appreciative Inquiry: Strategic Planning
Tuition: \$3,450

March 11-15, 2013—DC Metro Area
Diagnosing Organizations with Impact
Tuition: \$3,450

March 10-15, 2013—Ft. Lauderdale, FL
Human Interaction Laboratory
Tuition: \$3,450

March 18-22, 2013—DC Metro Area
Intervention Strategies
Tuition: \$3,450

APRIL

April 7-12, 2013—DC Metro Area
Theory and Practice in OD
Tuition: \$3,750

April 9-12, 2013—Seattle, WA
Leading Organizational Change
Tuition: \$2,950

April 15-17, 2013—DC Metro Area
Collaborating as a Global Team Player
Tuition: \$1,950

April 14-19, 2013—Chicago, IL
Human Interaction Laboratory
Tuition: \$3,450

April 21-26, 2013—DC Metro Area
Human Interaction Laboratory II
Tuition: \$3,450

April 29-30, 2013—Seattle, WA
High Impact Relationships
Tuition: \$1,450

April 29-May 3, 2013—DC Metro Area
Facilitating and Managing Complex Systems Change
Tuition: \$3,450

MAY

May 5-10, 2013—DC Metro Area
Human Interaction Laboratory
Tuition: \$3,450

May 19-24, 2013—Seattle, WA
Interpersonal Skills for Leadership Success
Tuition: \$3,450

May 22-23, 2013—DC Metro Area
EQ-i 2.0® (Emotional Intelligence Quotient Inventory) Certification Training

Tuition: \$1,675

JUNE

June 3-5, 2013—DC Metro Area
Influencing Change in Complex Times

Tuition: \$1,950

June 6-7, 2013—DC Metro Area
Coaching Tools and Techniques

Tuition: \$1,450

June 10-13, 2013—DC Metro Area
Self Awareness and Being

Tuition: \$2,950

June 16-22, 2013—Bethel, ME
So You Want to Run a T-Group

Tuition: \$2,500

June 16-21, 2013—Bethel, ME
Human Interaction Laboratory

Tuition: \$3,450

June 24-28, 2013—DC Metro Area
Facilitating Strategic Planning

Tuition: \$3,450

JULY

July 8-12, 2013—DC Metro Area
Creating and Sustaining High Performance Teams

Tuition: \$3,450

July 11-12, 2013—San Diego, CA
High Impact Relationships

Tuition: \$1,450

July 14-19, 2013—Chicago, IL
Interpersonal Skills for Leadership Success

Tuition: \$3,450

July 22-24, 2013—DC Metro Area
Developing Your Appreciative Intelligence® for Innovation and Transformational Leadership

Tuition: \$1,950

July 21-26, 2013—DC Metro Area
Human Interaction Laboratory

Tuition: \$3,450

AUGUST

Aug. 5-9, 2013—DC Metro Area
Group Process Consulting in Organizations

Tuition: \$3,450

Aug. 5-9, 2013—DC Metro Area
Intervention Strategies

Tuition: \$3,450

Aug. 12-15, 2013—DC Metro Area
Power in Action: Leveraging Power Strategies to Achieve Breakthrough Results

Tuition: \$2,950

Aug. 18-23, 2013—San Diego, CA
Human Interaction Laboratory

Tuition: \$3,450

Aug. 27-30, 2013—DC Metro Area
Global Team Dynamics

Tuition: \$2,950

SEPTEMBER

Sept. 8-13, 2013—DC Metro Area
Human Interaction Laboratory

Tuition: \$3,450

Sept. 16-17, 2013—DC Metro Area
Managing Conflict in the Workplace

Tuition: \$1,450

Sept. 16-20, 2013—Ft. Lauderdale, FL
Diagnosing Organizations with Impact

Tuition: \$3,450

Sept. 29-Oct. 4, 2013—DC Metro Area
Interpersonal Skills for Leadership Success

Tuition: \$3,450

OCTOBER

Oct. 7-9, 2013—Chicago, IL
Collaborating as a Global Team Player

Tuition: \$1,950

Oct. 6-11, 2013—Seattle, WA
Human Interaction Laboratory

Tuition: \$3,450

Oct. 15-18, 2013—DC Metro Area
Start Up-Creating a Consulting Contract

Tuition: \$2,950

Oct. 21-23, 2013—DC Metro Area
Art of Coaching

Tuition: \$1,950

Oct. 21-24, 2013—Ft. Lauderdale, FL
Self Awareness and Being

Tuition: \$2,950

Oct. 22-25, 2013—DC Metro Area
Leading Organizational Change

Tuition: \$2,950

NOVEMBER

Nov. 4-5, 2013—DC Metro Area
High Impact Relationships

Tuition: \$1,450

Nov. 4-6, 2013—DC Metro Area
Developing Your Appreciative Intelligence® for Innovation and Transformational Leadership

Tuition: \$1,950

Nov. 3-8, 2013—San Diego, CA
Human Interaction Laboratory

Tuition: \$3,450

Nov. 6-7, 2013—DC Metro Area
Organization Effectiveness Tools

Tuition: \$1,450

Nov. 11-15, 2013—DC Metro Area
Facilitating and Managing Complex Systems Change

Tuition: \$3,450

Nov. 17-22, 2013—DC Metro Area
Theory and Practice in OD

Tuition: \$3,750

DECEMBER

Dec. 1-6, 2013—DC Metro Area
Human Interaction Laboratory

Tuition: \$3,450

Dec. 9-10, 2013—Chicago, IL
High Impact Relationships

Tuition: \$1,450

OTHER

Diversity Work Conference

Date TBD—DC Metro Area

Tuition: \$1,500

NTL Community of Practice:

- NTL CORE LAB
- ORGANIZATION DEVELOPMENT, LEADERSHIP, AND CHANGE
- COACHING
- GLOBAL
- PERSONAL GROWTH
- APPRECIATIVE INQUIRY
- DIVERSITY, INCLUSION, AND SOCIAL JUSTICE

Organization Development Certificate Program

NTL Institute's Organization Development Certificate Program (OD Certificate Program) is designed and delivered using NTL's action research and experiential learning models. Participants in the program spend much of their classroom time engaged and actively working on real-life situations, individually and in groups.

Unlike traditional training programs that provide formulas for solving problems, the NTL OD Certificate Program helps individuals learn to create their future as leaders while also shaping the future of their organizations. By learning and then applying OD theories and practices to real situations, participants are able to integrate the skills and tools they learn more readily into their work when they return. NTL OD Certificate Program participants are also supported in their learning by an NTL mentor, providing individual coaching and consulting to support each person's goals.

The NTL OD Certificate Program is ideal for:

- ▶ **Organization Development Practitioners and Consultants** looking to broaden and deepen their organization development skills, increase their level of experience, and enhance the specificity of their practice
- ▶ **Human Resource Professionals** seeking to better support and develop the people in their organizations in service of both the organization's goals and individual development
- ▶ **Leaders and Managers** seeking to enhance their business leadership and management skills, understand differences, manage group dynamics, improve effectiveness, and navigate change in a variety of circumstances
- ▶ **Companies, Organizations, and Agencies** seeking to become more agile, aware, and productive



"The trainers' dedication to this field along with their OD knowledge and experiences was clearly evident and certainly made my learning experience one of the highest quality."

~Program Specialist

Certificate Program Prerequisite:

Human Interaction Laboratory

- OR -

Interpersonal Skills for Leadership Success

STEP I — *Theory and Practice in OD*

STEP II — *Start Up—Creating a Consulting Contract*

STEP III — *Diagnosing Organizations with Impact*

STEP IV — Choose any two workshops from the following options:

- ▶ *Facilitating Strategic Planning*
- ▶ *Group Process Consulting in Organizations*
- ▶ *Intervention Strategies*
- ▶ *Self-Awareness and Being*
- ▶ *Art of Coaching*

STEP V — Choose any one workshop from the following options:

- ▶ *Facilitating and Managing Complex Systems Change*
- ▶ *Leading Organizational Change*

Certificates are awarded upon completion of the final workshop.

The NTL OD Certificate Program can be delivered as an internal program for leaders and managers in your organization. Content can be customized to accommodate a variety of world cultures, customs, and traditions. Contact us at CustomServices@ntl.org or 1-800-277-4685 to learn more.

Customized Approach...Maximum Results

Today's work climate is creating new challenges for organizations. Globalization, virtual work forces, accelerated technological change, competitive pressures, and evolving customer needs are all shaping new requirements for the talent within organizations.

Our Clients' Main Challenges: How Do We...

- ▶ Develop and retain the pipeline of future leaders?
- ▶ Build collaboration across the organization—around the globe?
- ▶ Create an adaptive, agile organization that is customer-responsive and market-driven?
- ▶ Foster innovation, creativity, and accountability in our work teams?
- ▶ Work effectively across cultures in a cross-cultural, global, or virtual environment?
- ▶ Create an inclusive company culture and environment that optimizes the contribution of each individual?

CLIENTS CHOOSE NTL BECAUSE

Our Experiential Learning Approach Delivers Results

NTL is the leader in designing and delivering experiential learning approaches that accelerate the transition from learning through application, to results. Our experiential learning approach is the best for adult learning, and achieves real-time change for lasting success.

We are Leaders in the Professional Development Field who are Committed to Your Success

Our faculty members are located worldwide and have extensive experience and background in a wide range of industries, leading both individuals and organizations to achieve results.

We Have a Track Record of Lasting Impact

Throughout our 65 year history, NTL has provided development experiences for thousands of individuals with leading organizations around the globe. We have a proven track record in developing talent, changing behaviors, and building individual and organizational competency and sustainability.

CLIENT PARTNERS

A partial selection of NTL clients include:

AARP	I.T.F.C.
Aditya Birla Group	Kaiser Aluminum
Achieving the Dream	Mott Community College
Alcatel-Lucent	National Gallery of Art
California Institute of Integral Studies	Novartis
Boehringer Ingelheim	SiTEL
Civil Service College, Singapore	SRA International, Inc.
CNN America	S.W.I.F.T.
Compusearch	Trinidad & Tobago Regiment
Daymon Worldwide	T.S.A.
F.Y.D.E.C.	Year Up
Korean Expert Consulting	



Over 500 organizations have partnered with NTL for consultations, in-house training, or customized solutions.

See how NTL's Custom Services Group can accelerate your talent development initiatives. For a free consultation, contact us at CustomServices@ntl.org or 1-800-277-4685.

The Human Interaction Laboratory

NTL Institute's signature program combines core organization development theory with NTL's proven T-Group method to help participants understand and master interpersonal dynamics and leadership effectiveness. A must in today's fast-paced, multicultural and multigenerational world, the distinguished Human Interaction Laboratory provides in-depth, experiential learning in:

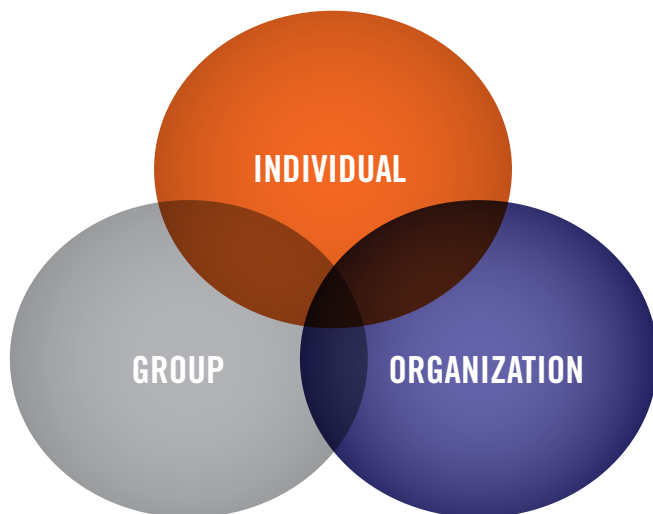
- ▶ Self-awareness and self-management
- ▶ Group process and dynamics
- ▶ Effective communication and feedback
- ▶ Diversity and inclusion

The T-Group Experience

NTL's world-renowned T-Group (Training Group) methodology forms the core experience of the Human Interaction Laboratory. Participants work in small groups of 8 to 13 people, over an extended period of time, in an atmosphere of mutual support and accountability. They learn and practice new skills and behaviors that can be applied when they return to their home and work environments. Learning is enhanced by presentations of theory, introducing and explaining core concepts as they unfold throughout the week. Inter-group exercises add depth to participants' insights.

IMPACTS AND OUTCOMES

NTL Human Interaction Laboratory participants experience impacts and outcomes on three levels:



Individual: Participants gain a picture of the impact they make on other group members and learn to assess the degree to which that impact corresponds with or deviates from their conscious intention.

Group: In their T-Groups, members learn to perceive forces that affect the characteristics of the group, such as decision-making, conflict, and leadership style.

Organization: Status, influence, division of labor, and differing cultural assumptions are among organizational concepts that may be highlighted by analyzing events in the T-Group.

WHO ATTENDS?

Most people come to a Human Interaction Laboratory because they want to be more effective in their work and in their lives. In addition, organizations sometimes send individuals to the labs if they have specific challenges in the workplace that working in a T-Group can help them address. Following is a selection of participants who have reported value from attending:

VP, Human Resources
Field Coordinator
Manager, IT Infrastructure
System Engineer
Deputy Director
Organizational Culture Analyst
HR Director
Sr. Manager, Internet Leadership
VP, Research & Development
Senior Marketing Manager
Volunteer Development Specialist
Organization Development Consultant
Director, Leadership Development
Assistant Project Manager
Facility Manager
High Performance Organization Change Lead
Director, Worldwide Talent & Org. Capability
Career Management Advisor
Labor Relations Supervisor
Director, Housing and Human Services
Strategy and Operation Coordinator
Principal Examiner
Director of Project & Contract Mgmt
Marketing Manager
Education Assistant
Manager
Pilot
Curator of Education
VP, Information Services and Technology
Lead Consultant
VP, Strategy & Insights
Store Manager
Maintenance Supervisor
Video Producer
Management Program Analyst
VP of Engineering
Faculty Physician
Manager, Learning & Development
Human Resources Partner

Many organizations have invested in employee attendance in NTL's Human Interaction Laboratories, including:

Prudential
 USDA NASS Maryland FO
 Bose
 John Wiley and Sons Publishing
 Dominion
 Internet Society
 Labor Management Project
 MIT Lincoln Laboratory
 Nice-Pak Products, Inc.
 Girl Scouts
 Microsoft
 Johnson & Johnson

Maine-Dartmouth Family
 Medicine Residency
 North American Construction Group
 American University
 Flint Institute of Arts
 Merck & Company
 Pfizer
 Kaleel Jamison Consulting Group
 Stanford Hospital and Clinics
 Daymon Worldwide
 City of Boulder Colorado
 National Credit Union Administration

JP Morgan
 Aramark
 HP Hood
 Alyeska Pipeline Service Company
 North Forest Office Space
 Labor Management Project
 Threshold Financial Technologies
 MedImmune
 Eileen Fisher Inc.
 DHS/USCIS
 Sun Source
 Hitchcock Fleming & Associates, Inc.

MetLife
 Time Warner
 Hannaford Bros. Co.
 AFGE
 ATB Financial
 Bombardier
 PPL Electric Utilities
 The Boeing Company
 Kaiser Aluminum
 Barrick Gold
 Federal Reserve Bank of Chicago
 Syncrude Canada Limited

For more information about the highly acclaimed Human Interaction Laboratory, contact us at Info@ntl.org or **1-800-777-5227**.

Coaching Services



NTL coordinates coaching experiences to the specific goals or challenges in people's professional and personal lives. Our team of coaches have learned and lived coaching in a myriad of fields and professional environments. Your dedicated NTL coach is always chosen with your specific needs in mind. Whether it is a series of coaching sessions or a customized coaching plan for your team, NTL's coaching experts can meet you where you are and help you to get to where you or your team want to go. NTL offers the following coaching services:

- ▶ **ApplicationPlus® Coaching:** This is specialized coaching developed to support skills, behaviors, and lessons learned or revealed by participating in an NTL lab. The cost covers 5 hours of coaching and is typically done in hourly increments, yet is flexible enough to meet your unique schedule.
- ▶ **NTL Coaching:** This is in-depth coaching designed to address the specific needs or challenges you are facing. Our coaching experts can help you through a company merger, change in staff, or any other challenge. The cost covers 6 hours of coaching and is typically done in one to two hour increments, yet is flexible enough to meet your unique schedule.
- ▶ **Custom Coaching:** This is the most specialized coaching service available that brings in NTL's highly-respected coaches to help an entire organization, group(s), or team(s) for a specified length of time of your choosing, on any issue, challenge, or change that the organization or group is/will be facing. Let us know your custom coaching needs and we will develop a coaching program completely customized to your organization or team goals.

For more information about NTL's Coaching Services, contact us at Coaching@ntl.org or **1-800-777-5227**.

Making the Business Case for the Human Interaction Laboratory

With training and travel budgets tight, individuals must provide a compelling business case for how their attendance at a week-long training program will benefit their organizations and add to the bottom line. The decision to attend a Human Interaction Laboratory is much like the decision to spend money on security, insurance, or safety. You must weigh the potential return on investment if you attend versus the potential cost or downside of not attending. Here's a scorecard that you can use to help you calculate the value of attendance for you and your organization.

1. Give yourself a score from 1-5 for each of the skills on the chart. Feel free to add other "people skills" that are on your mind. Consider asking colleagues to rate how they perceive you.
2. Think about the areas where you would benefit most from dialing up your ability.
3. Consider how improvement in these areas would impact the people you work with.
4. Ask yourself: How would this affect business results?
5. Ask yourself: How would those results be measured?
6. **Make your case to the person who authorizes your organization's human capital and talent development.**

1: Underdeveloped 2: Developed 3: Competent 4: Accomplished 5: Possibly Overused Strength

SKILLS	WHERE I AM					WHERE I WOULD LIKE TO BE				
	1	2	3	4	5	1	2	3	4	5
1. Listen effectively										
2. Communicate effectively to others										
3. Know impact of my behavior on individuals and groups										
4. Knowledge of group dynamics										
5. Build relationships across										
a. Function or role										
b. Class										
c. Race										
d. Gender										
e. Culture										
f. Communication styles										
6. Question assumptions										
7. Give feedback										
8. Receive feedback										
9. Deal with conflict										
10. Experiment with new behaviors										
Total										
Top three opportunities for change:										
1.										
2.										
3.										
How would this show up in my work?										
1.										
2.										
3.										
How would this affect business results?										
1.										
2.										
3.										
How does the organization measure these results?										
1.										
2.										
3.										
Total value to the organization for investing in a Human Interaction Laboratory:										\$
Total cost to the organization for investing in a Human Interaction Laboratory:										\$
Difference between cost and value:										\$

CUT HERE

65 years of learning,
service & innovation

For 65 years, NTL has transformed the field of Applied Behavioral Science and has contributed to the professional advancement of tens of thousands of individuals and organizations. NTL's programs are the most popular, the most authentic, and simply the most effective programs for changing human attitudes and behaviors.



Kurt Lewin



Left to right: Ron Lippitt, Ken Benne, and Lee Bradford

NTL's history began with the vision of Kurt Lewin, founder of modern social psychology. In 1946, Lewin, then Director of MIT's Research Center for Group Dynamics, concluded from his experiences that increased awareness of self and others could be accomplished through facilitated group dialogue in Training Groups (T-Groups) that advocate open-minded appreciation and inclusion of differences. Lewin also concluded that T-Groups, which provided learning by experience rather than lecture and reading, provided high potential for diagnostic study, evaluation, and most importantly, for changing behaviors. His conclusions formed the basis for the NTL learning experience. Though Kurt Lewin died early on in the project, his colleagues and co-founders, Ron Lippitt, Lee Bradford, and Ken Benne, continued to push the organization forward. In 1947, they founded NTL as a not-for-profit educational association. In 1967, after having been part of the National Education Association for many years, the NTL Institute for Applied Behavioral Science was Incorporated.

A TRANSFORMATIONAL TIME IN NTL'S HISTORY

In 1975, Edie Seashore became president of NTL. In the years that followed, the organization saw its governance and membership move from a mostly white, male, and academic base to one made up of both academics and practitioners which was intentionally diverse in race, gender, nationality, and other differences.

In 1985, Edie worked with Morley Segal at American University to create the AU/NTL Master's Degree Program. The partnership with AU lasted for over 35 years and secured NTL's contribution and reputation as foundational in the field of organization development. "It was about understanding the power differences, moving from the pyramid to a circle, and understanding the dynamics of people working together in groups, organizations and communities effectively," said Edie of the years during her presidency.



Edie Seashore



Brenda B. Jones

THE IMPACT OF NTL TODAY

According to NTL's current president, Brenda B. Jones, "The organization is working diligently to support its mission of advancing Applied Behavioral Science in the service of social justice, oppression-free societies, and healthy individuals, groups, and organizations around the world."

Over the past 65 years, more than 1,000 members have been associated with the NTL Institute. For organizational leaders, particularly those in corporate America, the NTL mechanisms of problem-solving arising from T-Group methodology present new opportunities for addressing growing confrontations in various sectors of society. NTL has become a leader in the training and development field, with high impact programs that use state-of-the-art experiential training methodologies to ensure that participants learn cutting-edge approaches to the challenges they face. The best part about NTL's renowned experiential learning workshops is that attendees can apply what they have learned long after the training has concluded. NTL builds and delivers timeless skills and experiences.

Stay connected with NTL.
Visit www.ntl.org for links to:



Copyright © 2012, NTL Institute for Applied Behavioral Science.

2013 NEW PROGRAMS

Coaching for Performance and Accountability

This workshop is designed for directors, managers, and other leaders who need to support individuals and teams to achieve organizational results. (Page 5)

Collaborating as a Global Team Player

This lab is designed for directors, managers, and team members who need to enhance their capacity to collaborate within their teams and with other teams in a global environment. (Page 5)

Developing Your Appreciative Intelligence® for Innovation and Transformational Leadership

This workshop is designed for leaders at all levels of an organization, association, or government entity who are inherently stuck in a “fire fighting” mind-set and are looking to be more innovative and effective in their problem solving style. (Page 5)

High Impact Relationships

This lab is designed for leaders, managers, trainers, OD professionals, sales professionals, IT professionals, coaches, and teams who need to be able to build trusting relationships with customers and colleagues—up, down, and across the organization in order to facilitate business successfully. (Page 6)

Power in Action: Leveraging Power Strategies to Achieve Breakthrough Results

This workshop is designed for senior and mid-level managers, directors, and executives who are in power roles and rely on individuals and teams to achieve outcomes. (Page 6)



NTL

INSTITUTE

Learn it. Live it.™

