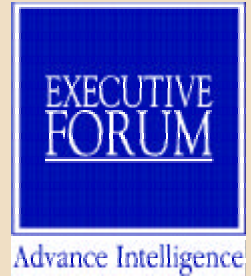


The Leadership Series[®]

Robert Herbold, Ph.D. September 24, 2002 • 8:30 - 11:30 a.m.



Balancing Creativity and Discipline The Secret to Profitability and Agility

Encouraging creativity often results in managerial chaos. Herbold, a retired Executive Vice President and Chief Operating Officer for Microsoft and a former Senior Vice



President with Proctor and Gamble, believes that creativity and operational discipline can co-exist, and, in fact, thrive together. Understanding where to apply the discipline and where to allow the creativity is the key. Herbold will deliver an overall strategic approach and a set of specific tools to implement this balance.

Speaker Background

- Retired Executive Vice President and COO Microsoft
- Former Senior Vice President, Proctor and Gamble
- Ph.D. in Computer Science and Master's in Mathematics
- Business consultant to organizations across multiple industries

LEADERSHIP COMPETENCIES

Gain skills and enhance the following capabilities:

STRATEGIC ORIENTATION

- Deals with Ambiguity: Shift gears comfortably between need for creativity and need for controls.
- Innovation Management: Use internal management systems and controls to project how potential business ideas may play out in the marketplace.
- System Management: Understand the need for practices, processes, and procedures that allow for managing from a distance and managing multiple business units or departments.

PROBLEM SOLVING ORIENTATION

- Innovation and Creativity: Make connections easily among previously unrelated notions. Facilitate and support original and value-added ideas in the organization.
- Intellectual Agility: Work on a team or in an organization that deals with both concepts and complexity and internal controls and systems.

MARKET ORIENTATION

- Customer Focus: Get first-hand customer information and use this for improvements in products and services. Act with the customer in mind.

