Training Solutions

Available publicly, on-site, in a hosted format, and for licensing

2016 Catalog
Why Take Passive Training When You Can Have Active, Results-Based Learning?

When it comes to leadership training and professional development, you have a choice: you can sit in a classroom and listen, or you can join the class and actively learn—we prefer the latter.

Our open-enrollment sessions, offered in major metro cities across North America, cover an array of HR, leadership development, professional development, and organizational development topics in an interactive way. Attendees are not only taught practical tools, they put them to use and discuss how to bring them back so that they can hit the ground running.

Each session is facilitated by one of our expert, in-house, full-time consultants. And our consultants don’t just teach: they bring real-world experience to the classroom. Pair this with our 25+ years of research to develop proven methodologies and approaches, as well as the pragmatic and business-focused content, and it’s easy to see why so many of our programs are award winning and industry recognized.

Need something a bit more tailored to a specific need, audience, or goal?

Let us know what you’re looking for and we’ll modify a session and bring it to you. Contact us for a complete list of our 60+ professional development workshop titles and for more details about our hosted, on-site, and virtual learning options.

www.linkageinc.com
# TABLE OF CONTENTS

**INCLUSIVE LEADERSHIP**
The Intensive on Leading Inclusively................................................................. 4-5

**CHANGE & TRANSITION**
Leading Organizational Transition: Train-the-Trainer Program ......................................................... 6-7

**LEADERSHIP DEVELOPMENT**
Linkage Leadership Academy ......................................................................................... 8-9
The Coaching Leaders Certification Program ........................................................................ 10-11
Coaching for Business Leaders ......................................................................................... 12

**LINKAGE LICENSING** .......................................................................................... 13

**HR/OD SOLUTIONS**
Organization Analysis and Design .................................................................................. 14

**SIGNATURE EVENTS** ............................................................................................. 15

**GLOBAL CAPABILITIES** ......................................................................................... 16

**TRAINING SCHEDULE** .......................................................................................... 17
INCLUSIVE LEADERSHIP
Build an inclusive culture to attract, retain, and advance a high-performing and diverse workforce

The Intensive on Leading Inclusively

Do your managers and leaders know what it takes to navigate difference and engage employees?

High engagement isn’t an accident. Highly engaged employees are led and managed in specific ways. Organizations that equip their managers to lead more inclusively experience a more engaged workforce, less turnover, disengagement, and enhanced business results including greater growth, fresh strategic thinking, and increased innovation by incorporating diverse perspectives.

At the Intensive, attendees will learn essential skills and applied behaviors to create an environment where employees are welcomed, valued, and accepted.

This intimate, 3-day learning experience is based on Linkage’s Inclusive Leadership Assessment Model™. The Inclusive Leadership Assessment™ identifies the competencies and behaviors that empower inclusivity and leadership.

Inclusive leadership means that employees feel recognized for their unique contribution. This in turn, inspires commitment and leads to increased productivity, engagement, and innovative thinking in the workplace.

Attendees will gain practical tools and resources to build their capabilities to lead more inclusively. Before the Intensive, attendees will take Linkage’s comprehensive 360° Inclusive Leadership Assessment, designed around our 9-point competency model for inclusive leadership. The results of this assessment provide a foundation from which they will acquire new insights, behaviors, and skills that lead to more inclusive leadership.

Benefits and Outcomes

• Gain insights into the impact of inclusive leadership
• Learn practical skills and tools aimed at increasing engagement
• Practice inclusive leadership skills in a diverse and intimate applied learning environment
• Participate in case studies and role plays that address current challenges in the workplace
• Craft a plan with specific tasks and accountability metrics to lead more inclusively

Who Should Attend

This program is designed for experienced managers and D&I professionals at all levels of the organization.

Research shows that when multiple managers from the same company engage in a leadership experience, the return for the organization increases. Choose to send a group of managers to the Intensive or run a full Inclusive Leadership workshop at your location.
# The Intensive on Leading Inclusively

## Program Components

**Pre-Work:**
- Complete the 360° *Inclusive Leadership Assessment™* and a brief participant profile questionnaire

## Curriculum

<table>
<thead>
<tr>
<th>Day One</th>
<th>Day Two</th>
<th>Day Three</th>
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<tbody>
<tr>
<td>8:30 AM – 12:00 PM</td>
<td>• Introduction and Welcome&lt;br&gt;<strong>Leverage Unique Talents and Focus on Results:</strong> What is Inclusive Leadership and why does it matter?&lt;br&gt;<strong>My Team Development:</strong> What must I do to engage and develop an inclusive team?&lt;br&gt; • Leads Self (continued)&lt;br&gt; • Leads Relationships: Do I negotiate and maintain meaningful/authentic and effective relationships with others?</td>
<td>• Review/Preview&lt;br&gt; • Leads Self (continued)&lt;br&gt; • Leads Relationships: Do I negotiate and maintain meaningful/authentic and effective relationships with others?</td>
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<td>12:00 – 1:00 PM</td>
<td>• Networking Lunch</td>
<td>• Networking Lunch</td>
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<td>1:00 – 5:00 PM</td>
<td>• Insights from Inclusive Leadership Assessment Feedback&lt;br&gt; <strong>Leads Self:</strong> Am I courageously open to myself and others? How does bias interfere with my ability to lead?&lt;br&gt; • Leads Relationships Role-Play Practice&lt;br&gt; • Equips Others for Success: Do I equip others for success?&lt;br&gt; • Do I affirm others publicly and privately?&lt;br&gt; • Do I plan for the successful development of my team?</td>
<td>• Results Oriented Actions:&lt;br&gt; What can I do to ensure that my team engages everyone to give their fullest and best?&lt;br&gt; - What action can I take?&lt;br&gt; - What messages will I communicate?&lt;br&gt; - What commitments will I make?&lt;br&gt; • Close at 3:30</td>
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<tr>
<td>Evening</td>
<td>• Evening Reception</td>
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## At a Glance

- **Price:** $3,495
- **Type:** Intensive
- **Length:** 3 days

**PROGRAM DATES**
- Jun 28-30 Boston, MA
- Sep 20-22 Chicago, IL

[REGISTER]
Leading Organizational Transition: Train-the-Trainer Program

Offered in exclusive partnership with William Bridges & Associates

What’s better than an employee prepared for change? How about an entire staff that’s prepared for change and continues delivering great results without missing a beat?

Build a stronger, better-equipped team with a Train-the-Trainer program that delivers ongoing training and results to your entire organization.

Perfect for human resource and organization development professionals, this three-day Train-the-Trainer program certifies participants to deliver two skill-building workshops to internal staff as needed. This workshop isn’t just about certifying internal resources; it’s about fostering an environment that supports employee growth, job satisfaction, and productivity.

Benefits and Outcomes

- Learn to lead individuals through strategic change initiatives
- Develop coaching skills to help employees prepare for and cope with constant change and loss
- Become part of an established network of Bridges Certified Trainers
- Have the opportunity to reconnect with ongoing education via quarterly webinars focused on transition topics
- Receive access to order training materials online

William Bridges and Associates

William Bridges & Associates’ mission is to give people the learning and tools to deal productively with change. William Bridges & Associates has provided leadership consulting and executive development services to individuals, teams, and organizations dealing with major change and transitions for over two decades. Linkage is proud to be the exclusive provider of William Bridges’ transition programs—available publicly, on-site, in a hosted format, and for licensing.
Leading Organizational Transition: Train-the-Trainer Program
Offered in exclusive partnership with William Bridges & Associates

This Train-the-Trainer program certifies you to deliver two skill-building workshops that organizations commonly license for large-scale rollouts.

Both workshops embrace the highly acclaimed William Bridges & Associates’ Three-Phase Transition Model, which includes a proven framework and series of tools for successfully embracing and fostering the human side of change:

Managing Organizational Transition (MOT)
This program provides a framework and tools for supervisors, managers, directors, and executives to minimize the distress and disruptions that change creates, and helps renew commitment and creativity.

Individual Transition in Organizations (ITO)
This program helps individuals manage and understand the process they are going through, and develop individual action plans to enhance their ability to successfully grow through times of rapid and significant change.

Upon successful completion of the Train-the-Trainer program, you become a Bridges Certified Trainer, a certification that lasts throughout your career. Through Linkage, Bridges Certified Trainers can acquire materials for future deliveries of Managing Organizational Transition and Individual Transition in Organizations. Linkage also offers quarterly development webinars for Certified Trainers.

At a Glance
Price: $2,595
Type: Train-the-Trainer
Length: 3 days

PROGRAM DATES
Jun 15-17 New York, NY
Jul 19-21 Chicago, IL
Sep 20-22 Washington, DC
Oct 26-28 Boston, MA
Dec 7-9 Los Angeles, CA

Also available to all Bridges Certified Trainers

eITO
A self-paced online training alternative to your in-person delivery of Individual Transition in Organizations
Ensuring that all individual contributors attend an in-person delivery of ITO in the face of a large organizational change can prove challenging. With eITO, you can get all of your individual contributors up to speed in real time, efficiently and effectively. Built on the same content as the in-person ITO session, this version offers a blended learning solution that Bridges Certified Trainers can trust. Combined with other strategic deliveries of the MOT and ITO courses you are certified to teach, this new online solution accelerates the exposure to William Bridges’ key transition concepts across your training population, and helps amplify its impact on employee productivity and results.

For more information or to discuss how to best integrate eITO in your current development programs, call +1.781.402.5555.
The mission of the Linkage Leadership Academy is to accelerate the development of leaders so that they can reach higher levels of success and produce better results for their organizations. The Linkage Leadership Academy accomplishes this by developing essential competencies and skills, introducing new approaches and global best practices, and inspiring personal commitment to leadership development.

Led by expert consultants with an average of 20+ years of industry and business experience, this leadership development program pairs hands-on simulations and role-playing activities with the key concepts illustrated in real-world case studies.

Benefits and Outcomes

- Learn the five disciplines of a results-oriented leader
- Learn the behaviors essential to shaping a results-focused culture
- Develop emotional intelligence that will improve workplace communications and relationships
- Learn to lead change
- Build accountability and alignment to achieve results through proven tools
- Develop a process to clarify and deliver on your team’s work requirements

Great leaders have the potential to generate great results—but they can’t do so without guidance. Fast-track your leaders with the Linkage Leadership Academy, a high-intensity, high-impact leadership development program that accelerates leaders’ readiness and success.

The Academy focuses on developing the key competencies and skills associated with the High Impact Leadership Model, the proven leadership model that Linkage and Warren Bennis co-developed.

This fast-paced, high-intensity leadership development program is specially tailored to emerging leaders and high-potential managers capable of scaling two+ levels within their organizations. In just three action-packed days at this leadership development program, your leaders will go from ready to ready-to-go.
Linkage Leadership Academy

Program Components

**Personalized reports derived from powerful assessments**

Full 360° assessments are administered to evaluate leadership competencies and their impact on the organization.

**Action learning**

High-potential leaders learn to address critical organizational challenges through action-oriented activities.

**Distinctive learning experiences**

Experience simulations, case studies, proven tools, and best practice approaches from around the world.

**Practical takeaways**

Work with models, skills, and tools that have immediate applicability and impact.

**Assessments**

- Linkage’s *Leadership Assessment Instrument™* (LAI) (pre-work)
- Emotional Intelligence Assessment
- Optimism Assessment
- Change Readiness Assessment
- Thomas-Kilmann Conflict Styles Assessment

Curriculum

<table>
<thead>
<tr>
<th>Day 1</th>
<th>Day 2</th>
<th>Day 3</th>
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<tr>
<td><strong>Self-Awareness—Who Are You as a Leader?</strong></td>
<td><strong>Building a Climate of Commitment</strong></td>
<td><strong>Making Connections—Developing Others and Executing Results</strong></td>
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<tr>
<td>- Leadership and vision</td>
<td>- Your leadership story and timeline</td>
<td>- Coaching</td>
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<tr>
<td>- Your leadership capabilities</td>
<td>- Trust and communication</td>
<td>- Executing results</td>
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<tr>
<td>- Emotional and social intelligence</td>
<td>- Change leadership</td>
<td>- Goal setting, planning, and balance</td>
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<tr>
<td>- Your leadership agenda</td>
<td>- Conflict management styles</td>
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<tr>
<td>- Maximizing your impact</td>
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<tr>
<td>- Shackleton’s Way</td>
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At a Glance

**Price:** $3,495  
**Type:** Workshop  
**Length:** 3 days

**PROGRAM DATES**

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<td>Hong Kong</td>
<td>Sydney</td>
<td>Shanghai</td>
<td>Singapore</td>
<td>Melbourne</td>
<td>Kuala Lumpur</td>
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**REGISTER**
The Coaching Leaders Certification Program

Difficult to master, coaching is a critical capability that requires practice, support, and continuous learning. Linkage has specialized in leadership coaching for 25 years, successfully guiding individuals, teams, and Fortune 500 organizations to drive behavioral change in alignment with their business strategy. The Coaching Leaders Certification Program is a hands-on, skill-building workshop facilitated by a Linkage master coach.

During this intensive program, you will learn the four stages of Linkage’s proven Coaching Leaders Model™ and acquire key tools to expedite and sustain the coaching process. You will also explore information-gathering techniques and assessments necessary for coaching toward a desired behavioral change. A detailed coaching simulation on Day 3 allows you to apply your learnings in a live situation while gaining feedback from your master coach and peers. The program includes pre-work (including online assessments), post-work, and homework on both nights of the program.

Benefits and Outcomes

- Achieve client objectives to systematically develop and retain top talent
- Share best practices and network with other coaches
- Walk away with an assessment of your own skills
- Benefit from continued learning through virtual sessions and case studies
- Become a Linkage Certified Coach

Through coaching, leaders learn how to optimize the value of human capital. Coaching helps leaders clarify their vision, beliefs and values, and stretches their capacity to lead and influence. As a result, leaders become catalysts for change within their organizations and encourage organizational learning.

Coaching has emerged as the fundamental way to help individuals learn to think and work together more efficiently. The Coaching Leaders Certification Program offers a unique coaching experience that helps you facilitate productive change in people, teams, and systems by enabling leaders to uncover possibilities that might have otherwise gone unrealized.
The Coaching Leaders Certification Program

Program Components

Pre-Work
The required pre-work allows you to sample our tools and content, and to get experience and practice with our proprietary assessments:

- Autobiography exercise—completed prior to the course for self-development and to gain experience with one of the key tools in the Coaching Leaders process
- Completion of two online self-assessments with in-depth reports—Linkage’s Leadership Assessment Instrument™ (LAI) and Linkage’s Essential Coach Instrument™

Curriculum

<table>
<thead>
<tr>
<th>Day 1</th>
<th>Day 2</th>
<th>Day 3</th>
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<tbody>
<tr>
<td><strong>Foundations of Coaching Leaders</strong></td>
<td><strong>Goal Setting</strong></td>
<td><strong>Application of Skills</strong></td>
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<tr>
<td>• Contracting</td>
<td>• The personal agenda for change</td>
<td>• Practicing and assessing your skills</td>
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<tr>
<td>• Information gathering</td>
<td>• Common derailers in coaching leaders</td>
<td>• Intensive coaching simulation</td>
</tr>
<tr>
<td>• Moving into the coach’s role</td>
<td>• Common dilemmas in coaching leaders</td>
<td>• Summary and next steps to certification</td>
</tr>
</tbody>
</table>

Post-Work

- Receive 2.5 hours of coaching from your master coach via phone
- Participate in three interactive webinars led by Linkage’s team of master coaches on targeted coaching topics
- Integrate your new skills and write a case study summarizing your experience in coaching a colleague over a six-month period

At a Glance

Price: $3,995
Type: Certification Program
Length: 3 days

PROGRAM DATES
May 2-4     Sydney
Jun 20-22   Hong Kong
Aug 1-3     Melbourne
Oct 3-5     Shanghai

REGISTER
Coaching for Business Leaders

If you manage or supervise others, your success depends on their performance. Thus, your ability to coach your team members is indispensable. This hands-on workshop is structured around the eight capabilities of *The Essential Coach™*, Linkage’s validated competency-based coaching assessment. Participants assess their skill level using this instrument and then receive tools and techniques that will help them seize daily coaching opportunities.

Engage in extensive skill practice, receive targeted feedback, gather a wealth of job aids—and leave with a set of plans and action steps that will enhance team performance.

Benefits and Outcomes

- Pinpoint coachable moments to improve employee performance and build stronger relationships
- Improve coaching conversations by structuring them for maximum effectiveness
- Gain techniques for effectively addressing others’ resistance to feedback and change
- Practice applying the eight capabilities of *The Essential Coach*

At a Glance

- **Price:** $1,495
- **Type:** Workshop
- **Length:** 2 days

**PROGRAM DATES**

- May 26-27  Hong Kong
- Jun 27-28  Sydney
- Jul 19-20  Singapore
- Aug 25-26  Shanghai
- Oct 20-21  Melbourne
- Nov 17-18  Kuala Lumpur

Join us for a FREE webinar this year

Subscribe to the Linkage Leadership blog—your source for timely and relevant content on leadership development-related topics—and receive updates on upcoming FREE webinars, and much more. Sample list of previous presentations includes:

- 3 Keys for Developing High-Performing Teams
- Change That Sticks: The Seven Rules of Transition Management
- Becoming More Strategic: A How-to Guide
- The Secret Weapon for Women in Business: Networking Redefined

To subscribe for these updates, visit [http://blog.linkageinc.com/email/](http://blog.linkageinc.com/email/) today.
How does it work? Simply select your program and let us know your specific organizational, individual, or team development needs and goals—we’ll customize the content for your organization and team so that it’s a perfect fit. You’ll get our proven content and session materials, as well as certification for your own in-house trainer so that you can train staff on an as-needed basis. Your trainer will complete the Train-the-Trainer program via an on-site, hosted, or open enrollment workshop, learning the materials inside and out, while also being coached on how to be an expert facilitator.

With Linkage Licensing, you get to leverage our experience and research in 60+ leadership topics, including:

- Achieving Results
- Change Leadership
- Coaching for Business Leaders
- Creating an Innovation-Capable Organization
- Decisive Leadership
- Enhancing Your Emotional Intelligence
- Essential Management Skills
- Essential Negotiation Skills
- Leading Across Organizational Boundaries
- Leading Effective Teams
- Leading Organizational Transition
- Powerful Conversations for Building Commitment
- And more...

Linkage Licensing is a cost-effective way to bring targeted training to your employees. Call +1.781.402.5555 for details.

We can...

- Work with you to assess your training needs
- Customize our programs to meet your preferred method of delivery
- Train your facilitators to deliver targeted curriculum designed to meet your business objectives
- Help integrate our content into your overall strategy
Organization Analysis and Design

Your organizational design affects everything from your organization’s business processes and leadership setups to workflow and productivity. It’s critically important to your success—and yet can be overwhelming regardless of how much experience you have. Join us and experience a CUPA1 award-winning process and discipline that can be scaled to any level.

This course is intended for the experienced HR professional who is already involved in strategy discussions and working with a team to lead strategy in his or her organization. The course enables you to bring your extensive facilitation and project management experience into use, as it sets you up to facilitate the right conversations at the right time. This course provides the opportunity to learn a multi-step process and discipline to bring collaboration and participation to the overall organizational design process.

Benefits and Outcomes

- Learn the dynamics, processes, and challenges to designing an organization that achieves results
- Actively identify problems and learn to develop design solutions to remedy them
- Provide a prescribed process and discipline to redesign your organization
- Evaluate your analysis to ensure that your design and recommendations for transformation follow a systematic approach that aligns with your organization’s mission and values

1 College and University Personnel Association
SIGNATURE EVENTS

Accelerate your leadership at one of our annual leadership development training programs or Institutes.

October 16-20, 2016
Palm Desert, CA

In its 20th year, the Global Institute for Leadership Development® (GILD) is a leadership development program that combines the depth of an immersion learning workshop, the reliability and prestige of a university executive education program, and the pace and scale of a world-class conference to provide accelerated, transformational leadership growth. www.linkageinc.com/gild

November 8-11, 2016
Dallas, TX

The Women in Leadership Institute™ is a high-impact immersive learning experience designed to accelerate the succession and development of high-potential women leaders through skills-based learning, peer connection, and focused ongoing support. The event boasts more than 5,500 alumni and hundreds of world-renowned speakers. www.linkageinc.com/wil

The Linkage 20 Conversations

The Linkage 20 Conversations is not just another leadership program. It is a unique opportunity for CEOs and C-level executives to come together for interactive dialogues based on real business challenges. Driving change at the top level of an organization requires powerful conversations and best-practice exchange in a safe, supportive environment. This by-invitation-only program incorporates the best of learning experiences in executive education, and eliminates ineffective classroom time and lectures. www.linkageinc.com/20c

For more information or to discuss building a fully customized leadership program or signature event for your team around any of these offerings, call +1.781.402.5555.
GLOBAL CAPABILITIES

Locations Spanning 6 Continents.

Linkage is a global organization made up of the best ideas and brightest minds in professional development focused on making people and companies great. With representation in 15 countries worldwide, we've got the infrastructure and expertise to train and work with your leaders and leadership teams around the globe.

Burlington, MA
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Email: Colin.pitt@linkageanz.com.au

World Map
# Training Schedule

<table>
<thead>
<tr>
<th><strong>Training Program</strong></th>
<th><strong>NORTHEAST REGION</strong></th>
<th><strong>CENTRAL REGION</strong></th>
<th><strong>SOUTHERN REGION</strong></th>
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<td>Coaching for Business Leaders</td>
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<td>SHA 10/3-5</td>
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<td>Intensive on Leading Inclusively</td>
<td>BOS 6/28-30</td>
<td>CHI 9/20-22</td>
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<td>Leading Organizational Transition: Train-the-Trainer Program</td>
<td>NYC 6/15-17</td>
<td>CHI 7/19-21</td>
<td>DC 9/20-22</td>
<td>LA 12/7-9</td>
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**NASBA**

Linkage is registered with the National Association of State Boards of Accountancy (NASBA) as a sponsor of continuing professional education on the National Registry of CPE Sponsors. State boards of accountancy have final authority on the acceptance of individual courses for CPE credit. Questions or concerns regarding registered sponsors may be addressed to the National Registry of CPE Sponsors, 150 Fourth Avenue North, Suite 700, Nashville, TN 37219-2417. For more information, visit [www.nasba.org](http://www.nasba.org).

**HRI**

Linkage training programs have been approved for recertification credit hours toward PHR and SPHR recertification through the Human Resource Certification Institute (HRCI). For more information about certification or recertification, visit [www.hrci.org](http://www.hrci.org).
RESERVE YOUR SEAT(s)
You may enroll by contacting Linkage at:
+1.781.402.5555
www.linkageinc.com/Training
We encourage early enrollment to ensure ample time to complete
the pre-work featured in many of our programs.

OPEN-ENROLLMENT TUITION

Participate as an individual*:
Register within 8 weeks of the start date of the program...............................Standard program tuitions apply as listed throughout
Register between 12 and 8 weeks prior to the start date of the program..............Save 10% off of your program tuition
Register more than 12 weeks prior to the start of the program.............................Save 15% off of your program tuition

Build a team*:
Register 3+ participants at once for a single program...............................Save 15% off of each seat
*Early bird and team pricing options cannot be combined with any other discounts and are not applicable to prior registrations. Payment must be received in full at time of registration to benefit from special discounts. To take advantage of an early bird or team discount, please call Linkage at +1.781.402.5555.

WORKSHOP REGISTRATION AND PAYMENT POLICY

Linkage reserves the right to cancel or reschedule any event. In the event of a program cancellation, we make every effort to notify participants 4-5 weeks prior to the event. Therefore, we recommend purchasing a refundable airfare. Linkage is not responsible for any airfare penalties, travel or hotel charges that may be incurred due to cancelled or rescheduled events. Registrations processed online within eight weeks of the start date of a program must be paid in full at the time of registration. Payment must be made in U.S. dollars.

Cancellation and Transfer Policy

All cancellations, substitutions, and reschedule requests must be made in writing via email to Linkage Customer Service at CustomerService@linkageinc.com or via fax to +1.781.402.5556.

Before a program begins, Linkage incurs substantial administrative costs related to your registration; therefore please review the applicable fees below:

<table>
<thead>
<tr>
<th>Timing of Transfer or Cancellation</th>
<th>Transfer Fee</th>
<th>Cancellation Fee</th>
</tr>
</thead>
<tbody>
<tr>
<td>More than 30 Days from Event Start Date</td>
<td>10% of Amount Paid</td>
<td>10% of Amount Paid</td>
</tr>
<tr>
<td>Between 15-30 Days from Event Start Date</td>
<td>25% of Amount Paid</td>
<td>50% of Amount Paid</td>
</tr>
<tr>
<td>Less than 15 Days from Event Start Date</td>
<td>50% of Amount Paid</td>
<td>100% of Amount Paid</td>
</tr>
</tbody>
</table>

- An organization may substitute a colleague for the original registrant up to four days prior to the start of the workshop at no charge; this substitution should be made in writing.
- Program registrants who fail to attend (“no show”) with no notification will be charged the full program cost.

All remaining funds must be used within 12 months of the date of transfer or cancellation.

TO LEARN MORE:

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 Burlington, MA 01803
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 www.linkageinc.com/Training
 www.linkageinc.com/linkedin
 www.linkageinc.com/facebook
 www.linkageinc.com/twitter

Linkage works with leaders and leadership teams worldwide to build organizations that produce superior results. For over 25 years, we have delivered on this promise by strategically aligning leadership, talent, and culture within organizations globally. We do this by providing strategic consulting on leadership development and talent management topics and through our learning institutes, skill-building workshops, tailored assessment services, and executive coaching.

Linkage is headquartered in Burlington, Massachusetts, with operations in Austin, Chicago, Minneapolis, New York, San Francisco, St. Louis, and Washington, DC, and outside the US in Athens, Bangalore, Brussels, Buenos Aires, Hong Kong, Istanbul, Kuala Lumpur, Kuwait City, Mexico City, Seoul, Shanghai, Singapore, and Sydney.