

Leading with Integrity: Ethics Training Inspired by the U. S. Marine Corps



PROGRAM PARTNER

Greystone

ETHICAL LEADERSHIP
FORGED UNDER FIRE

Leading with Integrity

Ethics Training Inspired by the U.S. Marine Corps

A Program Taught by Former Marine Corps Officers and Instructors

Ethical leadership...the *sine qua non* of superior performance

The U.S. Marine Corps know that superior performance starts with ethical leadership. To forge the moral courage and hone the skills necessary for acting ethically in the fog of war, the Marines created the world's most innovative ethics training methodology. **Leading with Integrity** is designed and taught by former-Marine business executives, former Marine Corps officer instructors, and executive educators. Our intent—to transfer the Marine Corps' insights to you and your business.

Now more than ever, we need ethical leaders!

The recent wave of ethical failures has reduced trust to all-time lows (see Edelman data, right). To re-instill ethics in business and bolster it in leaders, Georgia State University and the Greystone Group have partnered with former Marine Corps officers and instructors to create a transforming leadership development experience.

Leading with Integrity uses the experiential methods and the five positive principles that pervade the Marine Corps' extraordinary ethical leadership instruction. Learn to lead



ethically under the most challenging circumstances, the rest will be easy!

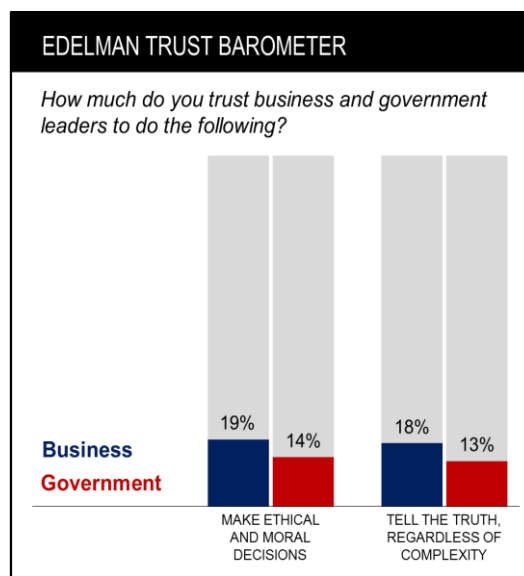
What you will learn—and never forget!

The Leading with Integrity program uses the Marine Corps' unique Ethical Warrior training philosophy to calibrate your moral compass to Ethical True North. Then we teach and practice the verbal and physical skills you need to navigate through the moral and cultural complexities of leading.

This is leadership training you'll use every day of your life.

What's special about this program?

The U.S. Marine Corps outperforms every fighting force in the world, in part because they practice a simple truth: **Leaders do not rise to the occasion, they sink to the level of their training.** That's why we train like



Marines, using their groundbreaking methods for teaching ethical leadership. Then we transfer those lessons to your business. The result: ethical leadership that creates superior performance and enduring value. But remember, you can't learn unconventionally good leadership by conventional means. Only unconventional training creates extraordinary value.

Learn the “harder and hardest to develop” leadership competencies

By creating combat stress and ambiguity in a “safe-to-fail” environment, Georgia State University executive education experts and former Marine Corps officer instructors will teach you the ***rarest and most-valuable executive leadership competencies***:

- Managing Vision & Purpose
- Building High-Performing Teams
- Dealing with Ambiguity
- Negotiation
- Strategic Agility
- Conflict Management
- Cross-Cultural Agility
- Ethical Resilience



Who Should Attend?

The ***Leading with Integrity*** program is especially designed for:

- **High-potential individuals** interested in developing cutting-edge knowledge and competitive practices for ethical leadership—*train with the best!*
- **Executives and global leaders** who want to re-instill and bolster high-performance, ethical cultures in domestic or emerging markets—*sustain your competitive advantage!*
- **High-performing teams and team leaders** who want to raise their game and radically transform their organizations—*step up and stand out!*

Program Overview and Description

Leading with Integrity grew out of Robinson College of Business’ executive leadership program, *Values-Based Leadership: Lessons from the U.S. Marine Corps* developed by Dr. Steve Olson and the Marine Corps’ leadership and ethics academy, The Basic School. Consumer demand and sequestration necessitated moving the program. Robinson and Greystone Group have partnered with the Marines to bring you this life-altering program. The program combines elements of Marine Corps Martial Arts Training, *Verbal Defense and Influence (VDI)*, “Absolute Values” training, and *experiential learning* in full-immersion, “realistic-but-safe Four-Block-War” scenarios that strip away the hierarchies, formalities, and platitudes typical of executive training in order to shine the light on leadership blind-spots that beset us all.

While we all think we’ll decide and act ethically in stressful, leadership situations, experience and theory prove otherwise. ***Leading with Integrity*** reveals critical leadership weaknesses and builds the skills and courage to overcome them. Expert leadership instructors model and coach the skills and insights you need to ethically navigate every-day business dilemmas.



Program Schedule

The chart below outlines the typical program activities:

Thursday	Friday	Saturday	Sunday
Arrival at site	Camouflage	Ethical Warrior III	Physical Training
Issue Gear	Physical Training	Field Mission II	The Ethical Leader II
Introduction	Marine Corps Planning	Ethical Warrior IV	Leading Teams
Safety & Medical	Squad Tactics	Field Mission III	Leading Culture
Ethical Warrior I	Law of Armed Conflict	Ethical Warrior V	Ethics, Strategy & Tactics
Verbal Judo I	Rules of Engagement	De-issue Gear	Ethical Warrior Induction Ceremony
Squad Formations	Safety Briefing	Video Debriefs	Send-Off
Ethical Warrior II	Mission Briefing	The Ethical Leader I	
Verbal Judo II	Field Mission I	Dinner	
Ethics Decision Games		Tie-Ins	
Sleep: Barracks	Sleep: Field	Sleep: Barracks	

Frequently Asked Questions

What level of physical fitness do I need in order to participate?

- The better level of fitness you have, the easier it will be to participate in all the events, but at a **minimum** you should be able to jog 2 miles in 20 minutes and walk 5 miles in an hour.

What type of gear will I need?

- The Greystone group will provide you with a packing list of items prior to the event and will issue your military style gear and weapons.

Do I need to have a military background to participate?

- No, we welcome everyone, especially those who never considered military training. Everything you need to know will be taught to you by your former Marine Corps instructors.

What if I have a prescription?

- Not a problem, make sure you bring a supply with you to last the duration of the training event and let your Observer Trainer (OT) know that you need to take your med's.

How demanding is the training?

- Mentally and morally, very demanding.

How do I register for the program?

- You can register online at www.execed.gsu.edu or by calling 404-413-7300.

Program Testimonials

Below are testimonials from executives who attended the predecessor program at The Basic School, Marine Corps Base Quantico, VA.



“ Nothing in my life prepared me for the Marine Corps leadership training. If you want to really know who you are—and if you really want to become a transformational leader, then this is a once-in-a-lifetime experience. ”

Udaiyan J.
Global Innovation Executive



“ Not only did the Marines teach me to handle external threats better, but they also taught me to win the internal “battlefield of the mind.” They made it clear that only leaders with hearts and minds empowered with values and committed to the highest ethics can overcome the complex and demanding environments that we face in war and in business. ”

Timothy C.
Managing Partner, Computer Services Industry



“ I was very impressed with the Marines who trained us. They were welcoming and demanding. I highly recommend the program to anyone who wants to apply values-based leadership in a corporate environment and who is willing to challenge themselves in the process. ”

Erick H.
General Counsel, Multi-National Company

“ This was the most memorable and useful educational experience I’ve had as an adult. It brought together three rare elements: research-based information; a world-class example from the Marines that applies this knowledge; and the actual experience of ethical decision-making under stress. The combination created learning that was both profound and nuanced. ”

Howard W.
Ethics and Compliance Officer, Utility Industry

Program Faculty



Steve Olson, Ph.D., the faculty director for *Leading with Integrity*, is a six-time winner of Robinson's top teaching award and Director of the Center for Ethics and Corporate Responsibility. Steve specializes in adaptive and ethical leadership, strategic innovation, and building ethical workplace cultures. He served as special ethics advisor to The Basic School, USMC in creating *Operation Centralian Calm*, a leadership training for business executives. He is the author of the SHRM Foundation Effective Practice Guidelines "Shaping an Ethical Workplace Culture" (SHRM Foundation, 2013). Prior to joining the Robinson College faculty, he founded the programs in Business and Professional Ethics for Emory University's Center for Ethics.

He was also co-founder and managing partner of Generative Consulting, a leadership development firm (1999-2007) whose clients regularly appear on *Fortune's* list of the "100 Best Companies to Work For in America." Steve holds a Master's degree from Yale University and a Ph.D. from Emory University. His doctoral dissertation, *The Ethics of Leadership*, received the International Leadership Association's "Best Dissertation Award." Steve is an active volunteer, serving on the Board of Directors of Warrior-2-Citizen, and the Advisory Board of Veteran's Heart, Georgia. He also served two terms as Chair of the Board of Directors for Moving in the Spirit, an Atlanta-based non-profit that teaches leadership skills to at-risk youth. During that time, Moving in the Spirit was honored by the White House with the Coming Up Taller Award as one of the nation's top 10 youth development programs. Steve lives in Atlanta with his wife, Germaine, and two children, Kai and Greta.



Jack Hoban, MBA, author of *The Ethical Warrior*, is a Subject Matter Expert (SME) for the U.S. Marine Corps Martial Arts Program (MCMAP), has led over 500 workshops and seminars around the world. He has addressed the FBI, NYPD, Chicago PD, universities, and other government and private organizations on ethics and martial arts over the last two decades. Jack served as a Captain in the U.S. Marine Corps and was Series Commander at USMC Recruit Depot San Diego. A long time practitioner of martial arts, Jack assisted in the creation of the Marine Corps Martial Arts Program and continues to teach the program at the Marine Corps Base in Quantico, Virginia and elsewhere. In addition to his military experience, Jack is a 25-year business veteran in the areas of information technology (IT) and business process outsourcing

(BPO) in healthcare and other industries. For 17 years Hoban was an associate of the late Robert L. Humphrey, noted conflict resolution specialist, and author of *Values for a New Millennium*. Hoban earned a Bachelor of Arts degree in political science from Villanova University and an MBA from National University in San Diego. He is also a Master Instructor in the Japanese Bujinkan Budo Taijutsu martial arts system.



Joseph C. Shusko is a decorated veteran who served the United States Marine Corps for over 35 years. He is an accomplished aviator who spent the majority of his career flying helicopters. While serving as a White House Liaison Officer at HMX-1, he was designated a Presidential Helicopter Pilot under the Reagan Administration. In August of 2003 he assumed command of the Marine Corps Martial Arts Center of Excellence. He is now serving as the Deputy overseeing the Corps' Martial Arts Program. He has taught "Values" throughout the United States and abroad, and his book, *Tie-Ins For Life: Stories That Teach Great Values and Inspire Action*, is widely used in the training of Marine recruits and officers. He has been instructing and participating in martial arts and physical fitness since the early 1970's. Joe earned a

Bachelor of Science degree in Marketing from Rider College. He is also a 3rd Degree Instructor Trainer in the Marine Corps Martial Arts Program.

Program Faculty (continued)



Dale E. Gauthreaux, Ph.D., is the Director of the RCB Leadership Program in Georgia State's Robinson College of Business. In this capacity, Dr. Gauthreaux draws upon 30 years of leadership development experience to create innovative development programs for diverse audiences. Dale is a coach, speaker, strategist, trainer and teacher who is sought out for one-on-one coaching engagements, small group training and presentations at major events for education, small business and corporate audiences. Dr. Gauthreaux previously served as the Director of the Institute for Leadership Advancement in the University of Georgia's Terry College of Business, where he directed the college's undergraduate and MBA leader development programs. The Georgia legislature awarded him a "Shining Star" in education for the results of these programs. Prior to joining the University of

Georgia, Dr. Gauthreaux held various responsibilities for leadership and executive development, including program development, delivery and talent management at Capital One Financial (Richmond, VA) and Swagelok Inc. (Solon, OH). Dale holds a PhD from Purdue University, MA from Louisiana State University and BA from McNeese State. He also serves on the Advisory Board for LifeWork Leadership and Living4Monday. Gauthreaux lives in Johns Creek, Ga with his wife (Darcy) and children (Mikaela, Nathan and Garrett). Dale enjoys spending time with family, running, reading and home repair projects.



Brian K. Pensak is a retired Sergeant Major of the United States Marine Corps. He served 30 years as an infantry Marine with combat, Foreign Military Exchange Program, and Marine Security Guard tours in over 20 countries. He is a Marine Corps Martial Arts Program Instructor Trainer and Subject Matter Expert (SME). He currently serves as the Executive Officer, Weapons Training Battalion, Marine Corps Base, Camp Lejeune, North Carolina. An eternal student, the Sergeant Major continues to learn from, and teach Values, Leadership, and Mentoring to Marines and others. We are extremely pleased and proud that he has agreed to be part of the faculty for the new **Leading with Integrity** program that will be launched by Georgia State University and the Greystone Group in May 2014.



Former Captain, Maureen Lenzi, USMC is currently a Paramedic and an American Heart Association Instructor in the state of California. She also serves in the Marine Corps Reserves as an instructor attached to The Basic School IMA Reserve detachment, Quantico Virginia. She received a Bachelor of Arts degree in Religious Studies with a comparative focus on Islam and Christianity from the University of Virginia. Upon completion of Officer Candidates School and graduation from the University of Virginia, she received her commission in the Marine Corps as a second lieutenant. She served for seven years as a communications officer. She completed two combat deployments in Iraq, one as a platoon commander for MWCS-28 and then again as the staff communications officer and UAV mission commander for VMU-2. After returning from Iraq, she was selected to instruct new second

lieutenants at The Basic School in Quantico, Virginia. There, she served as a staff platoon commander, company executive officer, and an instructor educator. She left active duty in 2012 to complete her Paramedic certification at Virginia Commonwealth University in Richmond, Virginia. She graduated in 2013 and is licensed nationally and by the state of California. She currently lives in San Clemente, California with her husband. They are expecting their first child in April. Her hobbies include crossfit, half-marathons, yoga, and the outdoors.

Program Faculty (continued)



Former Captain Jonathan Welch, USMC, is currently a project associate at the RAND Corporation, a non-profit think tank that helps improve policy and decision making through research and analysis. He also serves in the Marine Corps Reserves, as an instructor for Marines who advise foreign militaries. He received his Bachelors of Engineering, with honors, from the State University of New York Maritime College. While there he also obtained his Third Assistant Engineer License, as a Merchant Marine Officer, ran cross-country and swam, and participated in Naval ROTC. Upon graduation, and completion of Officer Candidates School, he received a commission in the United States Marine Corps as second lieutenant. He served for seven years as an active duty as an infantry officer. He completed two combat deployments to Al

Anbar, Iraq; one as a rifle platoon commander and one as a combat advisor to the Iraqi Army. After returning from Iraq, he was selected to teach new Marine officers at The Basic School. He was also picked as the aide-de-camp to the Commanding General of Training and Education Command. He left active duty in the summer of 2011 to pursue a Masters of Arts in International Relations and International Economics at the Johns Hopkins School of Advanced International Studies, where he focused on strategic studies. His personal military awards include the Bronze Star with Combat "V", the Navy Commendation Medal (second award), and the Combat Action Ribbon. His hobbies include trail and ultra-running, triathlon, and international travel. He lives with his wife Jaime and their dog Chicha in Alexandria, VA.



Michael L. Connelly, Former Captain, United States Marine Corps Reserves, currently serves as the Development Officer for the Marine Corps Heritage Foundation in his civilian employment and as a Warfighting Instructor at The Basic School, Quantico, VA in the United States Marine Corps Reserves. Captain Connelly a native of Boston, MA was commissioned a Second Lieutenant in the Marine Corps in May 2002 through the Naval Reserve Officer Training Corps program. He attended Maine Maritime Academy where he earned a Bachelor of Science degree in International Business and Logistics. Graduating from The Basic School in December 2002 he proceeded to Camp Johnson, NC for logistics training. Following Logistics Officers Course, he was assigned to Combat Assault Battalion, 3rd Marine Division, Okinawa, Japan. During this tour Captain Connelly served as the Maintenance

Management Officer, Embarkation Officer, and Assistant Logistics Officer and participated in various training exercises and unit deployment to Thailand. Captain Connelly achieved his Maritime Pre-Positioning Forces Staff Planning certification during this tour. In June 2004, Captain Connelly was transferred to Marine Wing Headquarters Squadron-2, Cherry Point, NC, where he served as the Squadron Logistics Officer. He deployed for 13 months with the squadron to Al Asad Airbase, Al Anbar Province, Iraq in support of Operation Iraqi Freedom. He was subsequently transferred to Combat Logistics Battalion-2, Camp Lejeune, NC, where he served as the Assistant Operations Officer, Headquarters and Service Company Commander, and Operations Officers. He conducted two additional eight month deployments to Al Anbar Province in support of Operation Iraqi Freedom with the battalion. Receiving orders in June 2006, Captain Connelly returned to The Basic School, initially assigned as a primary instructor for small unit tactics. Following his time as a primary instructor, he served as a Staff Platoon Commander in two training companies of newly commissioned and appointed officers. The final year of his tour was spent as the Assistant Operations Officer of The Basic School. Captain Connelly graduated from the Expeditionary Warfare School during this tour. Captain Connelly's personal decorations include the Meritorious Service Medal, the Navy and Marine Corps Commendation (gold star in lieu of second award), the Navy and Marine Corps Achievement Medal. He is married to the former Dana Dean Patrick of Wichita Falls, TX. They live in Arlington, VA.

Program Faculty (continued)



Michael Clements, PE, MBA is a principal with Greystone and an international biocontainment consultant to government and private institutions researching human, animal, and plant pathogens. Michael holds a Mechanical Engineering degree from the Georgia Institute of Technology, where he was a President's Scholar, and his Executive MBA from Georgia State University's Robinson College of Business. Michael has received both the Bausch and Lomb Engineering Award and the Yale Science and Engineering Award. Michael is an SME in the areas of laboratory design and operation, as well as biological threat and risk assessments. He is an alumnus of the Values-Based Leadership program at The Basic School, Marine Corps Base Quantico, VA. He was so inspired by his experience that he co-founded Greystone as a means to carry the program forward, and to a broader audience, in the wake of the government's sequestration that cut funding from such programs at Quantico.



Todd Holcombe, MBA is a principal with Greystone. He is a South Carolina native, educated at Wofford College with a BS in Chemistry and an Executive MBA from Georgia State University's Robinson College of Business. An accomplished executive, Todd has demonstrated success in creating value for stakeholders by spearheading start-ups, turnarounds, restructurings, and high-growth efforts in diverse and dynamic markets ranging from the chemicals industry to commercial construction. Having until recently served as President of a regional firm, he brings a depth of business acuity spanning the full scope of accounting, finance, operations, sales, human resources and legal compliance. In addition to his work with Greystone, he currently provides executive consulting services through his boutique firm, Bungalow Consulting. Todd is an alumnus of the Values-Based Leadership program at The Basic School, Marine

Corps Base Quantico, VA. As a co-founder of Greystone, he strives to carry on and build upon the ethical training of the Marines; in order to allow others to experience the same level of learning that was offered to him. Todd resides in Atlanta, GA with his wife Barbie and their four-legged children, Duke and Spanky.



Mark von Tschirschky is a principal with Greystone, a Sergeant with a Metro Atlanta law enforcement agency, and the founder and Director of Operations for Discreet Transport Service, Inc. Mark's law enforcement career began in 1996 in a north Metro Atlanta jurisdiction. Then in 1997, he became a Georgia Post Certified Peace Officer. In 1999, Mark was selected to attend a SWAT certification course and became a member of his department's Special Response/SWAT team. In May 2000, Mark was promoted to rank of Detective and assigned to the Criminal Investigations Division Narcotics Unit. In January 2001, Mark was selected to be a member of the United States Department of Justice Drug Enforcement Administration (DEA) Task Force.

While detached from his parent agency and working with the DEA as a Federally Deputized Task Force Agent, Mark's responsibilities included the initiation, planning, coordination, and execution of investigations into high level drug trafficking and drug manufacturing organizations in and around the Southeastern United States. While with the DEA, Mark attended the DEA Clandestine Laboratory Certification School in Quantico, VA and became a member of the DEA Clandestine Methamphetamine/MDMA Laboratory Response Team. Also, Mark became proficient in undercover investigations, covert surveillance techniques, and tactical narcotics operations. Drawing on the experience gleaned from law enforcement, Mark founded Discreet Transport Service, Inc., a company that specializes in missing persons, high profile and/or high risk drug and alcohol interventions, and escorting individuals in crisis to drug and alcohol treatment programs worldwide.

Program Details

Leading with Integrity

Ethics Training Inspired by the U.S. Marine Corps

A Program Taught by Former Marine Corps Officers and Instructors

- When:** May 1-4, 2014; Thursday through Sunday
- Location:** The program is held on a 77-acre site located 40 miles from Atlanta. The site includes a barracks, forest, fields, ponds, and wetlands.
- Cost:** \$3,950 per person, standard registration fee
- Certificate:** Upon program completion, you will receive a **Certificate in Ethical Leadership** from Georgia State University (sample at right).



About the J. Mack Robinson College of Business:

The largest business school in the South and part of a major research institution, the J. Mack Robinson College of Business at Georgia State University is located in Atlanta, an epicenter of business and a gateway to the world. With programs on four continents and students from 150 countries, the College is world-wide and world-class. Its Executive MBA program is ranked #13 in the nation and its MBA program #1 in Georgia and in the nation's top 10 for fourteen consecutive years. The College has 200 faculty, 7,400 students and 65,000 alumni. Noted for educating leaders, GSU has produced more of Georgia's top executives than any other school in the nation.

About Greystone:

Greystone is a full-spectrum leadership and professional services group offering strategic agility, adaptive leadership, and executive consulting to corporate clients across all market segments. Greystone's training program utilizes full-immersion, experiential learning to train executives to navigate the every-day personal and professional ethical dilemmas that we all face, using the competing values framework. The company's website is www.greystoneco.com.

To register online visit www.execed.gsu.edu or contact:

Kellei Johnstone, Assistant Director, Executive Education, Robinson College of Business
Office: 404.413.7300; Email: kjohnstone@gsu.edu

To customize this program for your company, contact:

Dennis Lanham, Assistant Director, Executive Education, Robinson College of Business
Office: 404.413.7301; Email: dlanham@gsu.edu