

Integrated Leadership

The Company

Lockheed Martin, headquartered in Bethesda, Maryland, is one of the world's leading diversified technology companies. They research, design, develop, manufacture and integrate advanced technology systems, products and services for government and commercial customers around the world. Core businesses span aeronautics, electronics, energy, information and services, space, systems integration and telecommunications.

The Need

Over the past four years, the company has experienced a continuous series of mergers and acquisitions to form the conglomerate that is Lockheed Martin today. "Because of the many mergers, it was essential for the company to take advantage of the synergies created by the different heritages, different backgrounds and varied ideas of all the companies coming together," says Jim Heinz, Management Development.

The Electronics Sector, comprised of 17 different companies, recognized the need for common leadership programs within their sector and established the Leadership Institute to provide such training. One initiative, the New Leadership Development Program (NLDP), is a 10-day course specifically designed to address the leadership needs of new managers. The NLDP is divided into four different modules: communications, interviewing skills, mission success through diversity and strategic thinking and planning. The Institute was looking for a unique way to kick-off the strategic thinking and planning module.

The Results

Eagle's Flight's program, Gold of the Desert Kings®, was a perfect lead-in to the module of strategic thinking and planning. According to Heinz, "Gold of the Desert Kings sets the stage for strategic thinking. This program gives the participants an opportunity to pull together as a team and realize that the decisions they make, how they plan and what they do before they go into a situation, has a profound effect on the results as they encounter change."



Over the final two days of the module, the participants use the learnings and applications from Gold of the Desert Kings in practice. They apply the principles to practical situations such as tracking to see what

other companies or teams within the organization are doing and how it is going to affect their strategies.

"Before each session we discuss with the facilitator the issues that we would like to cover," says Heinz. "However, if the participants have other issues that rise to the top, the Eagle's Flight facilitator is able to adapt the debrief to meet their needs."

Jim adds, "We continue to use Eagle's Flight because they are professional, cost effective and the Train-the-Trainer is a good alternative. We know that Eagle's Flight is branching into new areas and we will look to see how these areas can tie with the Lockheed Martin Electronics Sector in the future."



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