

Applied Performance Based Coaching™ A One-Day Case Study in Effective Leadership

Dedication from Twelve O'Clock High

This motion picture is humbly dedicated to those Americans, both living and dead, whose gallant effort made possible daylight precision bombing. They were the only Americans fighting in Europe in the fall of 1942. This is their story.

Background:

Twelve O'Clock High is a story about *leadership* in the Army-Air Corp during World War II. The story is based on facts and real events that took place in a B-17 bomb group stationed in England during the early part of the war. The movie was nominated for four Academy Awards in 1949, and is considered by many critics to be among the best American films ever made.

This film serves as an advanced case study in applying the principles of leadership. The case is a “study” of a patient who was acutely ill and who becomes extremely healthy. The patient was not a person, but an organization and provides a longitudinal study of successful change in a complex organization. Although the case takes place in a military setting, the performance issues which occur are not unique to the armed services. The issues presented are common to businesses of any size, governmental agencies, hospitals, and school systems.

This case study experience must not be viewed with a focus on the military or war... but as an opportunity to learn more about issues in leadership of team and organizational performance. Participants, whether formal or informal leaders, will gain an insight into how poor performance can be improved through effective leadership and how performance can be modified by unfreezing existing behaviors, changing past behavior into more effective behavior, and then stabilizing the new behaviors of individuals and groups. Participants will use their personal Harrison Assessment™ results to become self-aware of their leadership strengths and blind spots and be provided an opportunity to practice performance readiness and leadership style diagnostic skills