

TUCK SCHOOL OF BUSINESS AT DARTMOUTH
in collaboration with
OFFICE OF INDIAN ENERGY AND ECONOMIC DEVELOPMENT,
U.S. DEPARTMENT OF THE INTERIOR
and UIDA Business Services

STRATEGIC RETREATS FOR
NATIVE AMERICAN BUSINESS LEADERS
Minneapolis May 6-8 and Fort Lauderdale June 3-5

Led by: Leonard Greenhalgh, PhD
Professor of Management, and
Director of Native American Business Programs

The Office of Indian Energy and Economic Development is offering opportunities for a select set of Native American business leadership groups to participate in a strategic retreat/intensive learning experience to be held in both Minneapolis and the Fort Lauderdale area this spring and early summer. Each Native-owned business will send its top-management group—accompanied, as appropriate, by key managers, board-level overseers, economic development officers, or tribal council members.

The strategic retreat format will feature learning from Tuck's world-class professors, followed by application of the learning to the business. Tuck will provide a tailored learning experience so that leadership groups can update their knowledge and skills, and understand how their business can be improved, diversified, and positioned for the future. The business leadership group will be guided towards agreement on a course of action to achieve optimum long term results.

Here's what the leadership group will get from participating in the program:

- A three-day top-management development program tailored to Native businesses
- A strategic retreat to gain consensus on strategic direction
- Self-diagnosis of the business's strengths and weaknesses
- Training in cutting-edge business thinking (there are no pre-requisites in terms of participants' educational preparation)
- A certificate from Dartmouth's Tuck School of Business (rated the nation's Number One business school by both *The Wall Street Journal* and *Forbes*).

The one-week program combines the best features of a strategic planning retreat, a tailored executive development program, and coaching by leading subject-matter experts. There will be a single case study for the week—their own businesses. The outcome will be a confidential understanding of the strengths and weaknesses of the business, a strategic plan for achieving and sustaining competitive advantage within their chosen industries, and an explicit To-Do list that the leadership group has committed to implement.

HOW DO I CHOOSE BETWEEN THE TWO OPPORTUNITIES?

The Minneapolis program is a general management program with a special emphasis on tourism. We will highlight the importance of a sound marketing strategy to build and sustain a tourism business.

The Fort Lauderdale area program is a general management program that will not have a special emphasis, but participants will spend some time developing an understanding of what their financial statements are telling them.

DARTMOUTH'S TUCK SCHOOL OF BUSINESS

Dartmouth College is an Ivy League school that was founded in 1769 with an explicit mission of serving Native Americans. It is a leading teaching and research institution with a unique emphasis on community, inclusion, and outreach to Indian Country. The Tuck School of Business is the world's oldest graduate school of business, and is currently rated number one in the country by *The Wall Street Journal* and *Forbes*. It has the most experience in, the highest institutional commitment to, and the largest operation for working with Native Americans, minorities and women entrepreneurs.

WHO SHOULD ATTEND?

The program is designed to accelerate the progress of leadership groups of high-potential Native-owned businesses. The business leadership group typically includes the chief executive officer, the chief operating officer, the chief financial officer, the head of sales, etc. They can bring along their key managers, so that everyone who is involved in implementing the strategy is "on the same page." In many cases, we've found it invaluable to have members of the governing body attend, too, such as board members, Chiefs, Economic Development directors, or Tribal Council members. Groups of five people are typical, but it could be reasonable to have as many as twelve people attending from a tribe. The off-site strategic retreat offers an opportunity to gain consensus on a visionary course of action that is more difficult to achieve in the office.

PROGRAM COSTS

This program is funded by the U.S. Department of the Interior. Participants will have to pay for their own travel, lodging, and meals.

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Len Greenhalgh is The Tuck School's Director of Native American Business programs as well as Professor of Management. He also holds an appointment at Oxford University. Len comes from a practitioner background that includes managing purchasing in a multinational corporation, founding and running two small corporations, and management consulting. Born and raised in Great Britain, and educated in the United States, he received a Ph.D. from Cornell University, building on an undergraduate background in engineering and science, and an MBA.

He has been at the Tuck School since 1978, and has also taught at Stanford University, Cornell University, and MIT. He ran the Tuck/Oxford Business Bridge Programme at Oxford University from 1997-2000. He has done executive education in conjunction with Dartmouth, Stanford, Oxford, London Business School, Cornell, University of North Carolina, and Duke.

In addition to MBA teaching, he has done a considerable amount of executive education, research, and consulting, involving such organizations as ABB; Accenture; AGT/Choctaw; Alaska Investnet; Anthem; Baxter Healthcare; Beth Israel Hospital; BlueCross-BlueShield; Boeing; Boston Children's Hospital; Capcom; The Cherokee Nation; Chiron; Clark Construction; Coca-Cola; Constellation Brands; The Conservation Fund; DaimlerChrysler; Dartmouth-Hitchcock Medical Center; DEC; Deutsche Bank; Dynavax; Ericsson; Ernst & Young; European Aerospace, Defence and Space Co.; Ford; The Gap; General Electric; General Motors; Goldman Sachs; GTE; Harnischfeger; Harris Corporation; Harvey Hubbel; Hasbro; Henry Crown Industries; Hewlett-Packard; Hoechst; IBM; ITT; Jaguar; Koç Holdings; Johnson & Johnson; Lafarge; LG Electronics; MagRabbit; MBNA; Merrill-Lynch; Miles Pharmaceuticals; NASA; The Nature Conservancy; NEC; Nestlé; Nissho Iwai; Rand Corporation; Raytheon; Rolls-Royce; Siemens; Simon Pearce Glass; Smith-Barney; Sterling Pharmaceuticals; Syntex; Timken Aerospace; Toyota; Travelers; UNICEF; United Technologies; US Air Force; US Dept. of Agriculture; Minority Business Development Agency, US Dept. of Commerce; Office of Indian Energy and Economic Development US Dept. of the Interior; US Postal Service; Varian; Wachovia Bank; Warner-Lambert; The White House; and Williams Holdings UK. He has traveled in more than 40 countries. International assignments include the UK, Australia, Germany, Italy, Turkey, Brazil, Puerto Rico, Spain, Switzerland, and Canada.

His areas of expertise include (1) strategy and strategy implementation; (2) managing strategic relationships (3) entrepreneurial business; and (4) effects of globalization and changing demographics on business. He is the author of *Managing Strategic Relationships*, published by the Free Press in spring, 2001. He has also written more than 130 articles, book chapters, monographs, cases, and professional papers. His work in helping minority and Native American businesses is reflected in the Lifetime Achievement Award conferred by the Minority Business Development Agency, US Department of Commerce; Tuck's inclusion in the Minority Business Hall of Fame; and his listing among 100 Men in Supplier Diversity.