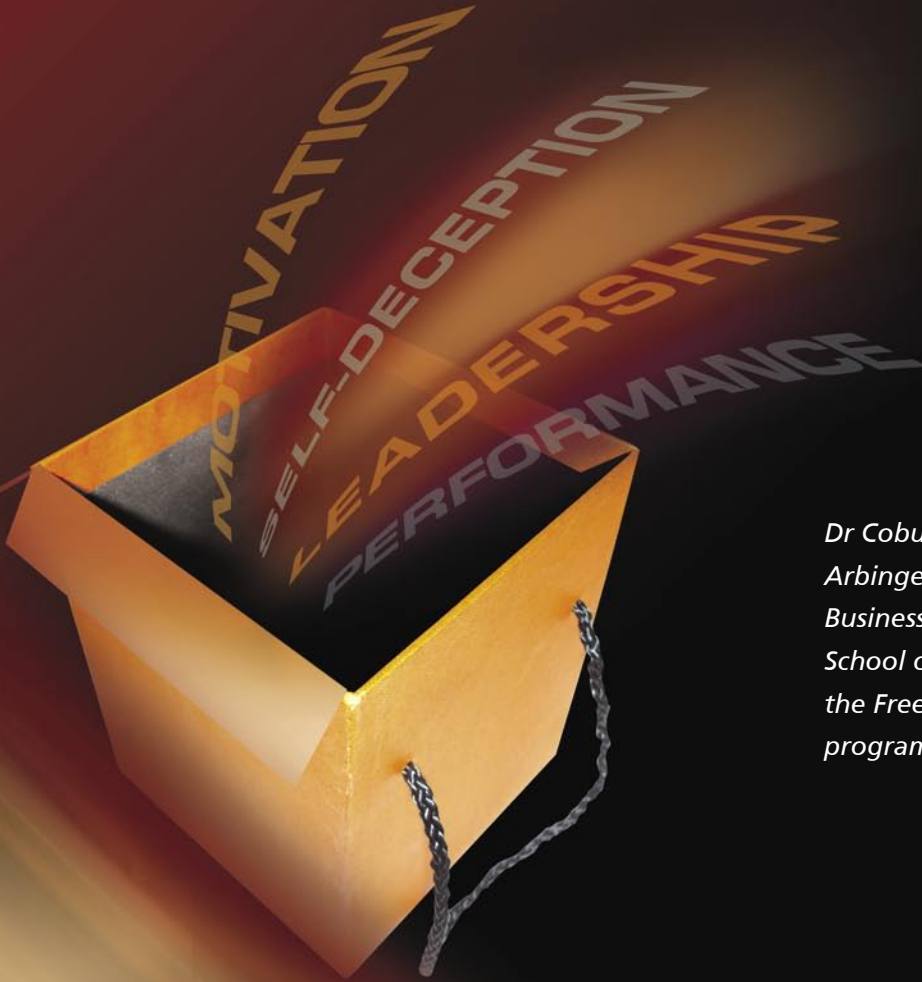


LEADERSHIP

AND SELF-DECEPTION

THE CHOICE & THE CHOICE AT WORK



Dr Cobus Pienaar in association with the Arbinger Institute - USA, and the Centre for Business Dynamics, under the banner of the School of Management, at the University of the Free State brings you this groundbreaking programme.

ARBINGER



Arbinger is the ancient French spelling of the word “*harbinger*”. It means “one that indicates or foreshadows what is to come; a forerunner”. **Arbinger** is a forerunner, a “*harbinger*” of change. The **Arbinger** Institute’s change work grows out of the scholarly work of philosopher Terry Warner, who, with an international team of scholars, has broken new ground in solving the age-old problem of self-deception, or what was originally called “resistance”. This phenomenon is at the heart of much organisational failure. It is the reason many organisational problems seem so intractable - at their core, they are in self-deceptions; they *resist* solution. Here is why self-deception at work matters: Self-deception causes more waste in organisations than any other single factor. All of the common people problems relating to leadership, communication, motivation, conflict resolution, team-building, fear, trust, offence-giving, offence-taking, and so on, are manifestations of self-deception. If the individuals in an organisation can begin to crack their self-deceptions, the organisation will discover levels of performance they could never have dreamed of before.

THE ARBINGER INSTITUTE

The institute was founded in the United States to translate this important work on self-deception - and its solution - into practical solutions for individuals, leaders and organisations. **Arbinger** is a global management training and consulting firm applying the sweeping implications of self-deception and its solution to all aspects of organisational performance.

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PURPOSE OF THE PROGRAMME

- Learn and understand how “self-deception” is at the heart of most people problems that occur in organisations, ranging from problems in communication and motivation to problems in trust, morale, and productivity.
- Learn what the box of self-deception is, how people get in it, and how they can get out.
- Learn the extent to which people themselves create the very problems they complain about and blame others for.
- Learn ways to work out of the box of self-deception to focus on the organisation’s results rather than instead of defending and blaming others.
- Participants will learn concrete ways to hold themselves accountable for their own results and for their impact on others’ ability to obtain results.

OUTCOMES OF THE TWO-DAY PROGRAMME

- To understand the *root* cause of performance and teamwork problems.
- Participants will take greater responsibility for their personal performance and for their impact on others.



- Replace an attitude of blame with an attitude of accountability.
- Improve communication and resolve conflict at its *core*.
- Build deeper levels of openness, trust, and loyalty with others.
- Create better cooperation and teamwork.
- Build relationships focused on personal responsibility and performance rather than on blame.
- Solve long-standing problems . . . instead of perpetuating them.
- Align work objectives to be mutually supportive and enhancing.
- Hold themselves accountable for their performance - their *results*.
- Hold themselves accountable for their impact on *others*’ results.
- Work productively and enthusiastically with other individuals and/or teams.

THE ARBINGER TEAM AND THE PRESENTER

In the USA Arbinger is led by managing directors Duane Boyce, Jim Ferrell, and Paul Smith. Dr Cobus Pienaar represents Arbinger in South Africa and is licensed to present its work. Cobus is an Industrial Psychologist and holds a Ph.D. in Industrial Psychology with extensive experience in the academic, corporate, and educational sectors where he has worked as a senior psychologist, an organisational development consultant and an assessment administrator. He is currently a member of the Department of Industrial Psychology and the Unit for Leadership Studies at the University of the Free State. His field of expertise revolves around:

- Organisational development;
- Specialised selection;
- Facilitation and training;
- Research;
- Programme development;
- Leadership and team development;
- Career Management; and
- Coaching - Business and Emotional Intelligence.

Cobus also spends considerable time identifying key aspects and variables that influence organisational and leadership success. Cobus is registered with the Health Professions Council of South Africa as an Industrial Psychologist.



DR. COBUS PIENAAR

To find out more about **Arbinger** and what people say about **Arbinger**, please follow the following link:

<http://www.arbinger.com/C2/ArbingerHome/default.aspx?Page=Home>

ARBINGER IN THE WORLD

The Americas -
Bermuda, Canada, Mexico and the United States (HQ).

Europe, Middle East and Africa -
Israel, Netherlands, South Africa and the United Kingdom.

Asia and South Pacific -
Australia, China, India, Japan, Korea, Malaysia, Singapore (South East Asia) and Taiwan.

FOR MORE INFORMATION ABOUT ARBINGER IN SOUTH AFRICA

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