

# Cutting Edge Leadership



**Cutting Edge Leadership** is an innovative program that unites leadership principles with the highly disciplined and decisive sport of fencing. You “step out of the box and onto the strip,” learn new skills, and connect them to your workplace.

Programs that build leadership competencies call on our minds and attitudes but often fail to capture our leadership experience in a physical metaphor. Cutting Edge, in contrast, uses the classical discipline of fencing:

- *Inspiring a Shared Vision.* On the strip, you practice steely concentration, similar to the strategic clarity and vision-directedness you must project as a leader.
- *Encouraging the Heart.* You learn to recognize and cultivate in others your shared passion for the fencing contest: the *competition* and the *victory*.
- *Empowering Others to Act.* Fencing moves that open the game to comrades and adversaries mirror honorable relationships with business stakeholders.
- *Challenging the Process.* In fencing, mental agility trumps physical prowess. You become unstuck, ready to challenge what's stale in your work.
- *Modeling the Way.* A skilled fencer practices poise and self-discipline, both physical and moral. These practices are expected of ethical leaders.

## Cutting Edge Philosophy

In our workshops we “physicalize” the learning process by putting the épée in your hand. On the strip you’ll have encounters where you make rapid choices: you will experience leadership as the union of thought and action within an ethical framework. Dimensions of Cutting Edge are *Agility*, *Honor* and *Enablement*:

### ♥ *Agility*

Cutting Edge teaches personal mastery and energy management. As fencing is the thinking person’s sport, the strip translates directly into choice-making in work.

### ♥ *Honor*

For centuries, fencing has been based on honorable relationships among opponents -- directed not toward brute destruction, but toward out-maneuvering -- guided by a shared set of values. Cutting Edge teaches how to convey and act out those values collaboratively.

### ♥ *Enablement*

In fencing we are always aware of the “other.” We make openings for each other as collaborators, and face each other as adversaries, community members, and mentors.

*“[In fencing] every interaction is a moment of learning. And I know that if I play nice, I can still play to win. I am beginning to understand that if I can be attacked, I can also attack first. This realization is directly transferable to real life. If I feel vulnerable, then most likely I can move quickly and take back control of the situation. Twice in the past month I have taken advantage of this feeling, approaching people who have power and directing them toward the goal I wanted.”*

*Sarah Jordan, Ph.D., Lesley University*

## Results

Learning Agility, Honor and Enablement through the fencing metaphor gives Cutting Edge participants a physical reference point to respond to challenging leadership situations. You are encouraged to re-envision relationships with your team, your partners and your competitors. You return to work with a newfound sense of self-discipline, personal integrity, and responsibility to your stakeholders.

In an age when the public doubts the ethics of many of its business leaders, Cutting Edge emphasizes integrity as a central part of the competitive process. If you are committed to a leadership model centered on personal mastery, honor and community, Cutting Edge may be right for you and your organization.

**To find out if Cutting Edge Leadership is right for you or your team, email [info@worcesterfencing.com](mailto:info@worcesterfencing.com)**

## Cutting Edge Leadership Agenda - September 24, 2010 9am-5pm

(Tuition: \$725 before Sept. 1, 2010, or \$795 after Sept. 1, 2010)

Time Block	Leadership Discipline	Fencing Discipline
<b>Morning:</b> <i>Introduction and Agility</i>	<ul style="list-style-type: none"> <li>Context-awareness, personal mastery (poise and economy)</li> </ul>	<ul style="list-style-type: none"> <li>Right move, right distance, right time (building the innate)</li> </ul>
Lunch	<i>Meet other leaders, fencers. Do personal calls/emails</i>	
<b>Afternoon:</b> <i>Honor and Enablement</i>	<ul style="list-style-type: none"> <li>Embodying values; Empowering Others</li> </ul>	<ul style="list-style-type: none"> <li>Accountability, communication, community</li> </ul>
Conclusion	<i>Recap lessons, discuss extension of the metaphor, and express post-event personal goals.</i>	

## Cutting Edge Leadership Faculty



**Katrina (Kate) Pugh** is Director of Leadership Programs for Worcester Fencing Club, and president of Align Consulting. She specializes in strategic and organizational change and leadership transformation. Kate has 16 years of consulting and seven years of industry experience in the healthcare, energy, and financial services sectors. Kate has held leadership positions with IBM, Fidelity Investments, JPMorganChase, and Intel Corporation. Kate has an MS/MBA from the MIT Sloan School of Management, a BA in Economics from Williams College, and certificates in Leadership for Collective Intelligence, facilitation, project management, mediation, and LEAN Six Sigma.



**Doug Jacobs** started fencing in 1984, and has been teaching Epée, Foil and Sabre for more than 20 years. Doug is a nationally certified LEVEL II Coach in all three weapons under the auspices of the USFA, and Moniteur under the auspices of the USFCA and the AAI. He started the Worcester Fencing Club in January 1998, where he teaches all three weapons. He competes primarily in Épée and Foil. Doug has been the Fencing Instructor for the Higgins Armory Museum since 1996, and has been both an Assistant Coach and Head Coach for the Wellesley College Fencing Team. He has helped high school students go on to fence for Princeton, Brown, NYU, Columbia, BU, and more.



**Tilia Klebenov Jacobs** is the Director of Marketing and Chief Strategist for the Worcester Fencing Club. She is a prize-winning ballroom dancer. Tilia holds a Master of Theological Studies from Harvard Divinity School and a teaching certification from the Harvard Graduate School of Education. Since 2007 she has won seven awards for excellence in writing, and her work has been anthologized twice. Tilia has been a middle school teacher and a college professor, and she incorporates the principles of leader-as-teacher into her work. The fencing strip is an arena for new learning experiences, and Tilia designs programs to bring joy and personal growth through them.

**Join us on September 24, 2010, 9 am-5 pm. Space is limited.**

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