

Alain Gauthier

Core Leadership Development

Alain Gauthier's current focus as a consultant, facilitator, and educator is on executive team development as a prerequisite for cultivating deep and lasting change in organizations. A graduate from H.E.C. (Paris) and an M.B.A. from Stanford University, he has served over the past 38 years a large variety of client organizations in France, Germany, Spain, Switzerland, United Kingdom, Brazil, Canada and the United States. He first worked as a senior associate of McKinsey & Company in Europe, then as a partner of a Paris-based consulting firm, and is currently Executive Director of Core Leadership Development in Oakland, CA. Over the years, he has broadened his experience from strategic management and organization design to leadership, team and network development.

His clients have ranged from large European and American corporations such as EADS, CarnaudMetalbox, Hewlett-Packard, Schneider Electric, and Shell to a number of not-for-profit healthcare and educational institutions, several large international consulting firms, medium-size industrial companies and service firms, as well as two young presidents organizations. He is currently engaged in the development of the Global Alliance for Improved Nutrition (GAIN), in partnership with several UN Agencies. Prior to his move from France to California in early 1986, he was general manager of an international publishing firm, while developing and teaching business policy courses at the Lyons Graduate School of Business.

Over the last sixteen years, Alain Gauthier has concentrated his consulting, facilitating, and educational work on new approaches to collaborative leadership development and organizational learning issues, such as how to:

- clarify, share and enrich an organization's purpose and vision of success as a prerequisite for more innovative strategies, effective teamwork and stronger individual involvement;
- build or reinforce people's commitment to their work and organization, while acknowledging individual differences and approaches;
- arrive at a shared understanding of current reality as a basis for challenging prevailing mental models, and redesigning structures and systems to channel individual energies toward inspired organizational performance;
- help develop creative leadership at all levels, providing the atmosphere for accelerated individual growth and team learning;
- adopt a developmental perspective in growing an organization's human capital, starting with senior executives and using state-of-the-art instruments to assess levels of development.

To this end, Alain conducts two major types of seminars in North America and Europe: public leadership development courses and in-house executive team-building sessions around shared visions and values, as well as mental models and systems thinking. In both cases, the approach calls for a preliminary clarification of one's desired contribution and for an understanding of the individual and collective structures that limit people's creative potential; it also combines

systems thinking, personal dynamics and dialogue in building a shared vision of success and assessing reality. Alain has brought in approaches to complexity and living systems in two recent programs *Building Sustainable Partnerships at the Edge of Chaos* and *Rediscovering Organizational Vitality*.

Alain also delivers presentations and keynote addresses on organizational learning and leadership development in North America and Europe, and is an active member of the Society for Organizational Learning (SoL), the former MIT Organizational Learning Center. He is a founder, key facilitator and Chair of the Development Committee of SoL France, and a member of the Steering Committee of the Global SoL Network. Alain is also a trustee of Pathways to Peace, a not-for-profit organization dedicated to peace-building activities.

Alain has supervised and prefaced the French adaptation of Peter Senge's highly acclaimed book *The Fifth Discipline: The Art and Practice of The Learning Organization*, as well as two of its sequels: *The Fifth Discipline Fieldbook* and *The Dance of Change – The Challenges of Sustaining Momentum in Learning Organizations*. He contributed to *The Fifth Discipline Fieldbook* and is a co-author of *Learning Organizations: Developing Cultures for Tomorrow's Workplace*. Alain has designed and taught courses at John F. Kennedy University for their Organizational Leadership Program and is a visiting professor for the International MBA Program at the Ecole Nationale des Ponts et Chaussées in Paris. He devotes approximately half of his time to work outside the United States.

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