



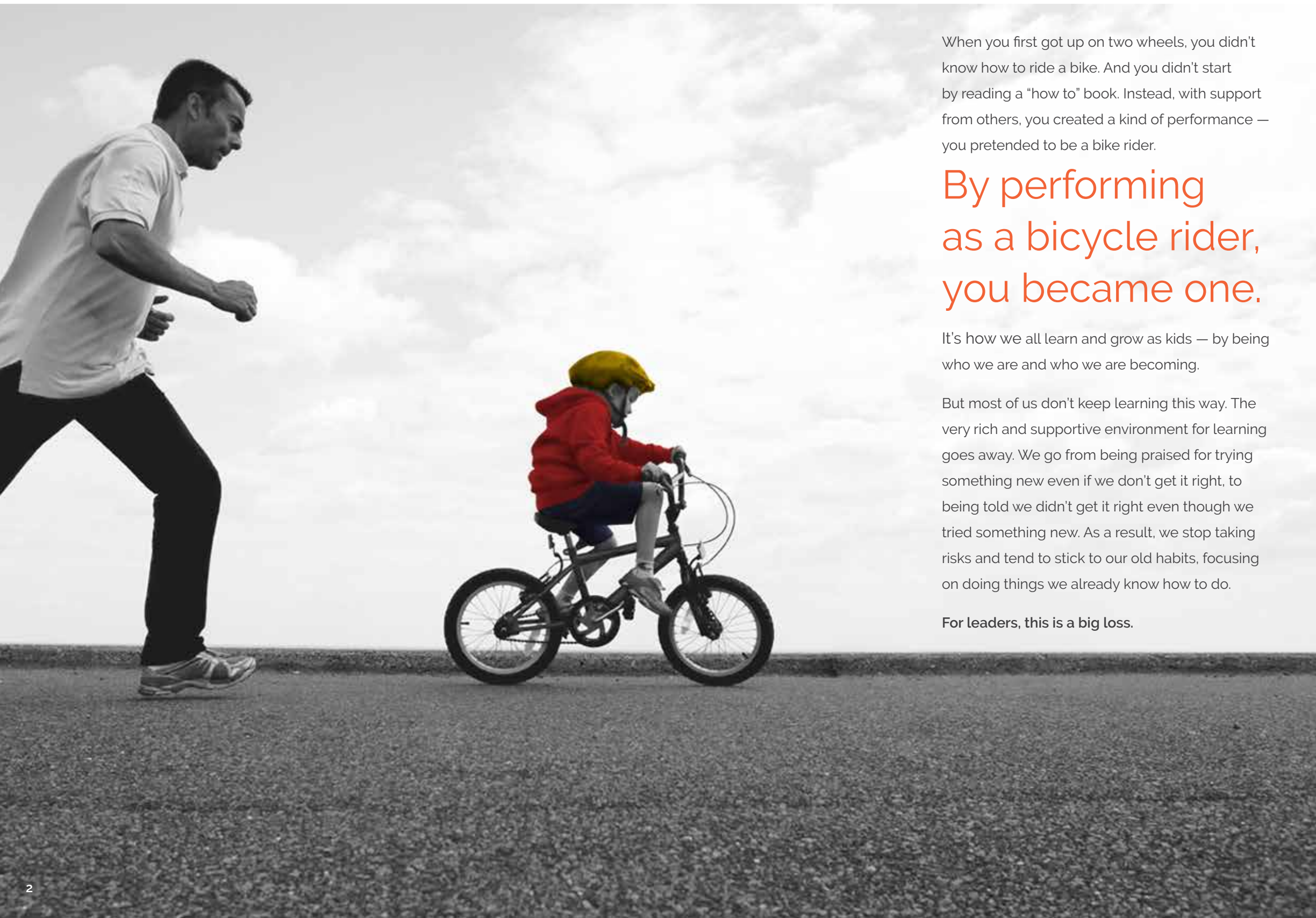
PERFORMANCE  
OF A  
LIFETIME

LEADERSHIP AND PROFESSIONAL  
DEVELOPMENT WITH

# THE BECOMING PRINCIPLE™



# GROWING INTO WHO YOU ARE BECOMING



When you first got up on two wheels, you didn't know how to ride a bike. And you didn't start by reading a "how to" book. Instead, with support from others, you created a kind of performance — you pretended to be a bike rider.

**By performing as a bicycle rider, you became one.**

It's how we all learn and grow as kids — by being who we are and who we are becoming.

But most of us don't keep learning this way. The very rich and supportive environment for learning goes away. We go from being praised for trying something new even if we don't get it right, to being told we didn't get it right even though we tried something new. As a result, we stop taking risks and tend to stick to our old habits, focusing on doing things we already know how to do.

**For leaders, this is a big loss.**

## THE BECOMING PRINCIPLE

**The Becoming Principle** is Performance of a Lifetime's method for producing breakthrough leadership and professional development solutions.

We help leaders to start becoming again by accessing their capacity to perform. When leaders perform (the way actors and improvisers do) they experience both who they are and who they are not yet — that is, who they are becoming — at the same time. They simultaneously grow socially, cognitively and emotionally.

Seen through this lens, all teams and organizations are performing ensembles, with the capacity to create new performances both with one another and with their customers. In our instructional design, facilitation, and coaching, this insight and practical approach produces breakthrough results for our clients.



# OUR SOLUTIONS

## PROFESSIONAL DEVELOPMENT WORKSHOPS

High-touch, immersive, one- to two-day workshops that focus on enhancing specific leadership performances — executive presence, influencing, storytelling, feedback and coaching, high-stakes conversations and more.

## LEADERSHIP DEVELOPMENT PROGRAMS

Comprehensive, custom-designed development experiences for your high-potential and executive leaders. These six- to nine-month programs include workshops, action learning experiences and group coaching to support real growth and transformation.

## INTERACTIVE KEYNOTES

The Becoming Principle comes to life for your team or organization with these engaging and inspiring keynote presentations. These experiences include exercises and practical tools from our book, *Performance Breakthrough: A Radical Approach to Success at Work*.

## EXECUTIVE OFFSITES

High-impact strategic planning sessions designed to engage leaders in closing the gap between the status quo and their desired future. Follow-up coaching for individuals and groups helps leaders develop the new performances essential to driving business strategy.

## THE HUMAN SIDE OF STRATEGY

Organization and enterprise-wide programs that address the human and cultural elements of strategy and transformation.

“  
An excellent experience for leaders to grow and develop.

— Vice-president, Sun Life Financial

# OUR METHODS

“

I would absolutely recommend this program. It irrevocably changed my life as a leader.

— Director, American Express

All human beings have the innate ability to play, pretend and perform.

Human beings are not only who we are. We're also who we're not yet — who we're becoming — at the same time. But as adults, we forget this process of discovery. Performance of a Lifetime helps leaders become again by accessing their innate ability to perform, improvise and play.

## PERFORMANCE

The Becoming Principle accesses the ability to perform as a way to kickstart adult learning and development. So in all of our programs, we put our participants onstage! They do acting exercises, try out different characters, and experiment with different choices in emotion, body language, what to say, and how to say it.

## IMPROVISATION

Improvisation involves a set of creative rules for how to connect, build and interact with others. When leaders learn how to improvise in everyday life, they become more relationship-oriented, and grow as listeners, collaborators and conversationalists.

## SIMULATIONS AND ROLEPLAYS

Performance is the pathway to seeing and acting on new possibilities. Our business simulations and roleplays help leaders simultaneously develop new and more effective ways of interacting, and learn that they can keep performing and directing their scenes (conversations, relationships) at work and everywhere.



# HOW WE WORK



“  
An exhilarating journey  
of discovery, hard work  
and important growth.

— Director, oncology nursing,  
Johns Hopkins Hospital

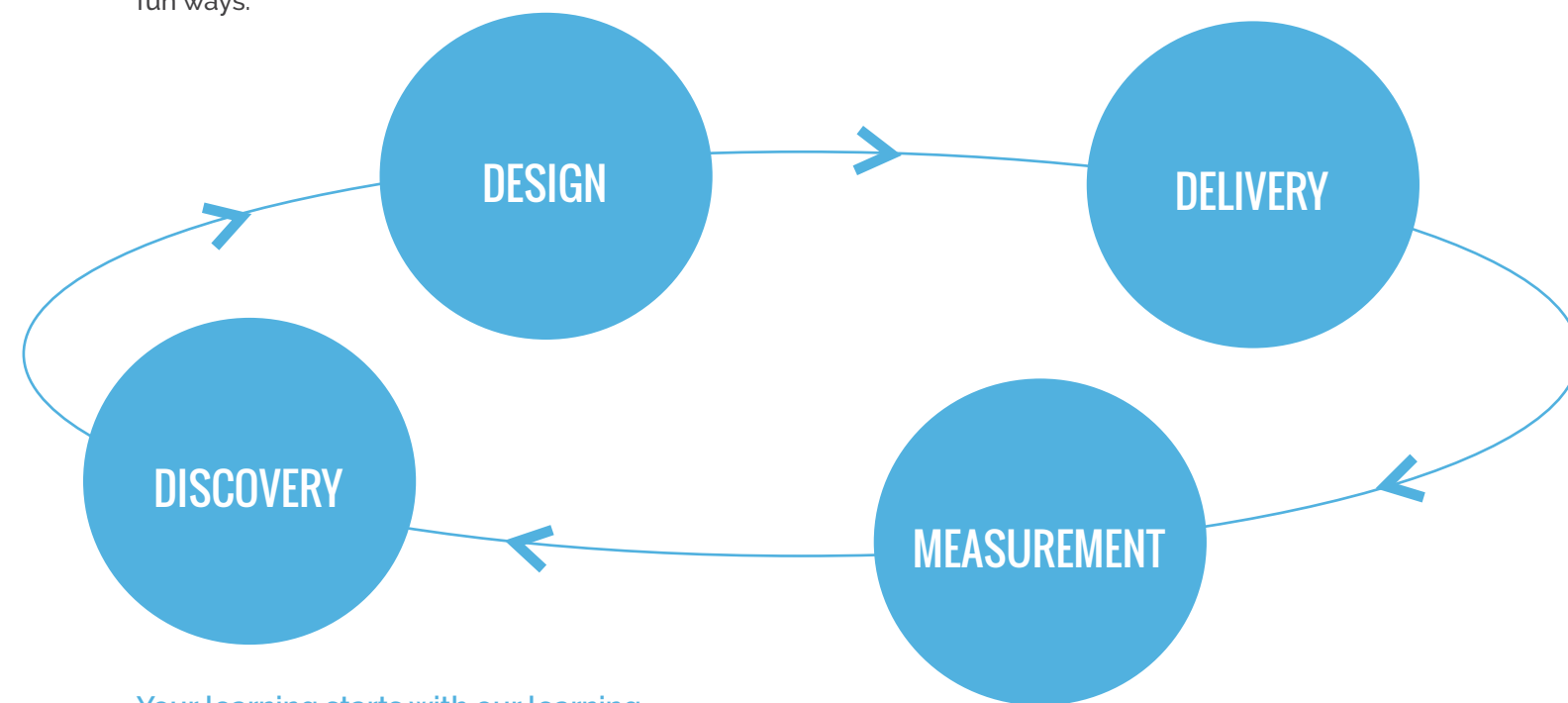
## OUR PROCESS

### Crafting solutions that challenge and impact

Our design team is a mix of innovative instructional designers and creative theater professionals — writers, directors, improvisers and actors — who bring extensive experience developing solutions for leaders at every level and across industries. We work closely with our clients as we tap into our library of cutting-edge human development and leadership designs. We then craft custom learning experiences that activate participants' intellectual, creative and emotional capacities in relevant, engaging and fun ways.

### Engaging and effective live experiences

Our high-touch solutions are brought to life by our talented global team — smart, caring, and passionate facilitators and coaches who are dedicated to helping leaders and leaders-to-be to grow and learn. To them, performance is not just a breakthrough way to reignite people's capacity to learn and grow; it's a method for creating change both individually and collectively. And what's even more fun is you can also see our team on Broadway, the West End, Bollywood, and your latest favorite TV show.



### Your learning starts with our learning

Using the lens of both an instructional designer and performance director, our discovery process ensures that our solution is grounded in your organization's context and culture. We approach the discovery process as a development activity. When we engage with participants in surveys, interviews and observation, we're inviting everyone to reflect, and the learning process begins immediately. Discovery is ongoing — not just something that happens at the start of our programs. With this in mind, your design team, your participants, and Performance of a Lifetime can continuously learn from the impact of the work as it emerges, which informs any future design.

### Subjective...by design

We use a participatory evaluation and qualitative measurement approach. With your vision for success and expected business impact in hand, we create ways for program participants to play a role in creating and conceiving how they will monitor and drive impact. This kind of approach is yet another way to develop leaders, build teams, and sustain organizational learning and growth by giving participants ownership in the measurement and evaluation process.





# LEADERSHIP DEVELOPMENT SOLUTIONS

Comprehensive, custom-designed experiences for your key leaders, delivered over time, to support real growth and transformation.

## BECOMING A LEADER

### Performing on a bigger stage

#### Your performance challenge

- Transition managers to leaders
- Develop functional experts into enterprise-wide leaders
- Guide leaders through broader and more complex business challenges
- Grow high-potentials at any stage

#### Essential program outcomes

- Performance on a "bigger stage"
- Confidence and skill to make more relational and authentic leadership choices
- Interpersonal agility to influence at all organizational levels
- Presence and power to inspire through greater transparency and storytelling

## BECOMING A TEAM MEMBER

### Readying for onboarding

#### Your performance challenge

- Ready recent college graduates to perform professionally
- Accelerate experienced hires' capacity to add value
- Enhance executive hires' ability to influence and lead in your culture

#### Essential program outcomes

- Awareness and appreciation of your organization's culture
- Capacity to read the environment and flex style
- Motivation and skill to engage in conversations and build relationships essential to the new role
- Development of a peer network

## BECOMING A PEOPLE MANAGER

### The art of relationships

#### Your performance challenge

- Jump-start the development of new managers
- Enhance the skills of experienced managers
- Strengthen specific skillsets: feedback and coaching, delegation, building teams

#### Essential program outcomes

- Ownership of the manager's role in shaping the employee experience and success at work
- Ability to achieve results by aligning, directing and developing talent
- Capacity to lead key managerial conversations and build great relationships
- A community of managers who support one another

## BECOMING A HIGH PERFORMING TEAM

### Setting the stage for strategic growth

#### Your performance challenge

- Improve executive team alignment
- Lead large-scale change or cultural shift
- Drive enhanced innovation, creativity and collaboration

#### Essential program outcomes

- Deepened relationships and trust
- Development of core teaming "muscles" — flexibility, creativity, thoughtful risk-taking and handling the unknown and unexpected
- Enhanced listening, communication and collaboration
- Capacity to initiate and navigate high-stakes conversations
- Commitment to new communication, leadership and decision-making practices



**PROFESSIONAL  
DEVELOPMENT  
WORKSHOPS**



We use Performance of a Lifetime now to help all of our senior folks. The difference is mind-boggling.

— Chief Creative Director, Grey Advertising

High-touch, immersive, one- to two-day workshops that focus on enhancing specific leadership performances.

**THE ART OF CONVERSATION**

**The performance of listening**

- Handle high-stakes conversations internally and with clients
- Enhance consultative selling and client relationship-building skills
- Inspire and strengthen networking and relationship building
- Establish a culture of rich dialog and healthy debate

**THE ART OF COLLABORATION**

**The performance of building relationships**

- Build high-performing teams
- Drive collaboration across silos and/or geographies
- Develop leaders who influence without reliance on authority
- Enhance facilitation skills of leaders, managers, trainers

**THE ART OF INFLUENCING**

**The performance of presence and story**

- Engage and inspire with stories
- Craft and deliver high-impact presentations
- Flex communication style
- Influence and lead transformation

**THE ART OF TALENT DEVELOPMENT**

**The performance of coaching**

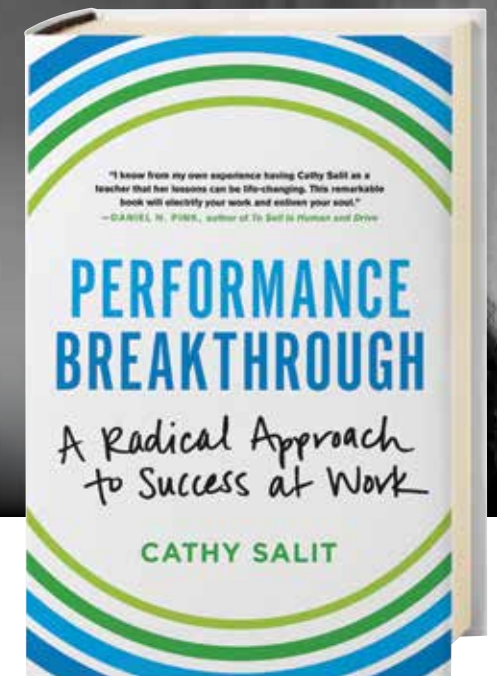
- Establish a high-expectation, high-performance culture
- Give direct and supportive feedback
- Coach and guide the development of key talent
- Build a community of peer coaches and mentor



# PERFORMANCE BREAKTHROUGH



Cathy Salit



## THE KEYNOTE

In this engaging, entertaining and interactive presentation, CEO Cathy Salit and other POAL executives introduce large audiences to The Becoming Principle and how this revolutionary approach can help individuals, teams and entire organizations grow, develop, learn and transform. Unlike traditional presentations, POAL speakers bring stories, insights and exercises from our book to life using theater, improvisation and audience participation.

Audiences will experience:

- How performing in everyday life and work helps you learn, grow, and lead
- How listening like an improviser will improve your conversations and relationships
- How creating with "crap" — the kind you get handed every day — will make you more productive and innovative.



Cathy Salit has revitalized the traditional keynote! I wanted her to energize and motivate our members, and she gave us an immersive, performance-based experience that delivered all of that and much more.

— CEO, Chamber Music America

## THE BOOK

In *Performance Breakthrough: A Radical Approach to Success at Work*, CEO Cathy Salit presents the revolutionary approach to learning and growing that she and Performance of a Lifetime have been using for twenty years. *Performance Breakthrough* shows how you can use ideas and techniques from theater and improvisation, along with the new science of performative psychology, to enhance your performance at work and "become who you are not yet."

*Performance Breakthrough* helps readers hone their listening, relationship and communication skills; recognize and act on opportunities; build healthy working relationships; and grow as leaders. No matter what the challenge, the combination of case studies and practical exercises will help you realize your potential and deliver your own top performance.



I know from my own experience having Cathy Salit as a teacher that her lessons can be life-changing. This remarkable book will electrify your work and enliven your soul.

— Daniel H. Pink, author of *To Sell is Human* and *Drive*



# ABOUT US

## WHO WE ARE

With backgrounds in the performing arts coupled with training in philosophy and performative psychology, our team of coaches and human development experts leverage The Becoming Principle to engage leaders and entire organizations in discovering, creating, and acting on new and uncharted possibilities. Headquartered

in New York City, we serve Fortune 500 and innovative, upstart brands on a global basis. Our work is featured in our book, *Performance Breakthrough: A Radical Approach to Success at Work*, in Daniel H. Pink's best-seller *To Sell Is Human*, and on the pages of the *Wall Street Journal*, *Business Week*, *Wired*, and *Fast Company*.

## OUR CLIENTS



**SYPartners**



**GREY** group



**Deloitte.**

SAATCHI & SAATCHI

**frog**



**THE MET**

**Bank of America.**



**CHANEL**



**Duke**<sup>CE</sup>

# SOCIAL MISSION

We are committed to advancing and innovating how the world sees and achieves human development. We're bringing our revolutionary approach not only to businesses and people with means, but to all, especially the poorest communities who need and deserve the best.

In *Operation Conversation: Cops & Kids*, police officers and inner-city teenagers perform together in improvisation-based workshops to create new relationships and understanding.



**KEY MISSION PARTNERS:**



**PERFORMING THE WORLD**



# LET'S PERFORM!

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