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History - Introduction. (December 1, 2008) . Department of Transportation, Federal Railroad Administration. Freight Railways: Fund. (November 20, 2008) . Department of Transportation, Federal Railroad Administration. Home. (November 20, 2008) . Department of Transportation, Administration Railroads. Technical data sheet of electronically controlled pneumatic brakes. January 13, 2006 12 min read Opinions expressed by employees of the Entrepreneur are yours. Businessman Wayne J. Griffin thought he would have little to learn from participating in a leadership leadership program in the summer of 2002 with a lot of corporate presidents and COOs. They're great, but at the end of the day, they don't have their own asses on the line the way I do, says the owner of an electrical contracting company in Holliston, Massachusetts. But during an exercise at Leadership at the Peak, a course offered by the Center for Creative Leadership in the Colorado Rockies, Griffin and some cohorts were blindfolded and led by others on a half-mile walk through the forest. Once they reached a clearing, the exercise of dependency and confidence continued as the group threw-acted the removal of a piece of radioactive waste using a ball, a bucket and bungee cables. I had to give confidence to have confidence, and even then, the result was unknown, Griffin recalls. Experience has transformed him. I realized that my greatest strengths could be some of the company's biggest weaknesses if I didn't channel them properly, because I'm a responsible guy, says Griffin, 48, founder of Wayne J. Griffin Electric Inc. Now he is quicker to ask permission from his employees before making a decision and more likely to delegate important matters to them. If I can't see that his actions can be positive, he says, no one will ever develop to succeed me. Immersion training for company bosses is quickly making money. Varieties range from the outward bound taste of Leadership at the Peak to instruction in conventional classroom environments. Leading business schools, executive education start-ups, single-industry trade associations, and other entities are developing and operating their own vehicles with a common goal: to give entrepreneurs a dose of battlefield training in leadership, and deliver it to the exclusive scholarship of colleagues who run the company who are the most likely to appreciate and improve the experience. Once someone has a company for a while, this is the next step they need to take themselves and their companies to the next level, says Howard Stevenson, a professor at Harvard Business School and former president of one of the best-known immersion vehicles for entrepreneurs and CEOs, Harvard University's Owner/President Management (OPM) program. Many entrepreneurs have other degrees, of course, but in addition to the specific or technical skills that started them, they haven't learned about actually managing and leading the company. Entrepreneurs often make the best students because they are more aware of the repercussions they learn compared to corporate directors, says Leonard Fuld, president of Fuld & Co. Inc. , a Cambridge, Massachusetts company that teaches entrepreneurs and corporate executives about intelligence gathering In addition, entrepreneurs can use this training to transition from focusing so on marketing and expanding the end result to embracing the need for controls and profitability, he says Sihler, a professor of business at the University of Virginia at Charlottesville and an expert on small business turnarounds. Maybe they can run the business up to \$10 million or \$20 million [in revenue], but if it gets bigger, many haven't developed the skills and responsibility to decentralize - and they can get into serious trouble and possibly fail. Training Pains To be sure, not all entrepreneurs are clamoring to participate. In fact, the renowned Darden Graduate School of Business Administration at the University of Virginia planned to offer a series of immersion courses only to entrepreneurs in 2002, but canceled them after insignificant enrollments, Sihler says. He and others say executive education has been hit in recent years because the sluggish economy has worried business leaders and exhausted resources available for such non-essentials. Some experts warn that owners who participate in these programs may fall victim to very high expectations. It's a place to pick up nuggets and network, says Noel Tichy of the University of Michigan, Ann Arbor, professor and executive program developer at General Electric Co., Ford Motor Co. and others. But will this change the CEO's readiness landscape? Only if you also think that a day of school will change your game. However, many entrepreneurs attest to the value of immersion courses. Sandy Brown has taken the week-long course for presidents & CEOs of the American Management Association (AMA) recently and credits the experience of inspiring her to review everything from her management style to the entire marketing strategy of her company, Elec-Tec Inc. , a Valdosta, manufacturer of wire harnesses and circuit boards based in Georgia. Brown, 45, says he decided to take the course after concluding that Elec-Tec's culture had deteriorated. [I wasn't feeling] the exuberance among employees that I thought should be there, she says. Then I realized that exuberance didn't come from me. Brown wanted a program that was below the surface. I wanted a heavy and intense program that would allow me to think freely and be in an environment with other people who would have the same concerns that I have, says Brown, whose company employs about 65 people and has about \$4 million in annual sales. Brown got what she wanted, and she applied a lot of what she learned, especially in evaluating her clients. We were in a routine where we were treating all customers and potential customers identically, but I learned that I have to be more selective and try to generate long-term relationships with customers, Brown explains. Michael Carricarte started his business in Miami in 1986 shortly after high school and never got a college degree. But after learning about the OPM program in harvard, Carricarte, 36, decided to commit to the immersion course that required consecutive weeks of instruction, three years in a row. The experience has helped me get the company out of fair survival mode, says the president of Amedex Insurance Group, which provides large medical policies primarily to clients in Latin America and the Caribbean. I was able to take the company to a new level, carricarte says, with net growth of 30 or 35% between the first year of the course and the third year. These popular courses can teach you a thing or two about being an entrepreneur. Leadership on PeakProvider: Center for Creative Leadership, Greensboro, North CarolinaPhone: (336) 545-2810Website:www.ccl.orgCost: \$9,100Frequency: Multiple times a yearFormat: Five-day program to give executives a comfortable environment to evaluate their leadership styles and effectiveness, and focus on high-level challenges with their peers. Participants build communication skills through mock TV interviews, participate in role-play hiring, receive a fitness assessment, and cover ethics, strategy and other topics. Course for Presidents & CEOsProvider: American Management Association, New York CityPhone: (212) 586-8100Website:www.amanet.orgCost: \$4,500 for AMA members, \$5,000 for non-membersFrequency: Several times a yearFormat: Five days, classroom workshop on various websites around the United States. Sessions include building the future, leading the company, formulating strategy, developing people, and driving corporate performance. Owner/President Management Program (OPM)Provider: Harvard University, Cambridge, MassachusettsPhone: (800) HBS-5577Website:www.exed.hbs.edu/programs/opmCost: \$20,500 annually, for three yearsFrequency: Once a year, during summerFormat: Three annual three-week sessions on the Harvard campus, with the goal of teaching CEOs to become more effective leaders. The first year lays a foundation, exploring tools to lead a company and developing a better understanding of CEO roles. The second year applies these tools and helps participants focus on taking their businesses to the next level. The third year focuses on developing management and achieving long-term goals. Is it for you? See how entrepreneurs ensure that this training is a friendly immersion and not baptism by fire: Decide if it's really for you. The answer to this question depends on your stage of life, the status of your business, and other factors. Other options include less intense or more specialized training. I wasn't sure if I wanted the challenge, says SimoneWilliamson, 49, president and CEO of Be Our Guest Inc. , a Boston-based event organizer who completed the OPM course after receiving a scholarship from a former student. Estaban Neely, 46, believed that only one immersion class would be worth his time participated in the AMA program. This can be a solitary position, says the founder and majority owner of eVerge Group, a plan, Texas, computer services company. Computer: there are many issues that managers often do not see or feel. Choose through or down. The first choice to make is between a horizontal experience, with other entrepreneurs of various types of businesses, and the vertical sessions offered in many industries. Horizontal vehicles, such as the AMA and OPM programs, tend to be more expensive, more prestigious and better expand the perspective of the participant. Many entrepreneurs also attest to vertical programs run by trade groups and other organizations that have an intimate knowledge of what it takes to succeed in a particular industry. Chuck Williams, 48, recently completed a course called CEO Academy offered by the Georgia Bankers Association. The co-owner and CEO of North Georgia Bank in Watkinsville, Georgia, says it was crucial to be immersed with industry peers because the regulatory aspects under which we operate are one of the key distinctions between running a small bank and any other small business. Similarly, the National Pest Management Association (NPMA) offers a \$300 NPMA Academy each year to its members. It's a great way to network out of my little kingdom of Abilene, Texas, and find out what people are doing across the country and what I can do to be at the forefront, says Patricia Humphrey, 43, president and owner of the Lester Humphrey Pest Control Service. Prepare to be humiliated. Entrepreneurs can see more kowtowing than anyone else in the business because not only do they run the place, but they also own it. The best courses remind the owners that they do not know everything. These teachers will bring things that make you feel maybe not so smart, says Carricarte of Amedex. Seek deeper truths. Many enter leadership training believing that their most valuable lessons will be in the areas of policies and procedures, but come out with more fundamental insights that are ultimately more valuable. Brown, for example, came to understand how the various members of her management team were motivated differently and embraced an idea she had previously avoided: she needed to demand a sense of urgency in some of them - or fire them. Take advantage of being away. The courses offer entrepreneurs a rare chance to disassociate themselves from day-to-day business, and the owners who rated their experiences most highly were the ones who stood out the most. Carricarte, for example, says he scheduled about an hour a day to return emails and phone calls during his nine-week total away from Amedex, but he disciplined himself not to intervene significantly in the company's operations during that time. Last year, they had the best month of company sales while I was away, he says. was a great lesson in itself. Apply the lessons. More important than the immersive experience, of course, are the benefits that entrepreneurs and their businesses realize when they start lessons learned. For example, Neely says he has already created new internal focus groups to discuss the company's practices and policies and then make recommendations for it. Among the resulting actions is his decision to make the eVerge Group's health benefits program another cafeteria-style plan so that employees can adapt it as closely as possible to their unique needs. Event planner Williamson says that at the end of harvard's course, she developed both the understanding and the courage to expand Be Our Guest to another nearby building and work with one of her partners to finally ouch a third partner in the \$4 million business. I was able to base myself on what other people told me about not creating a job around a person, but creating the right job and filling it properly, she says. It was invaluable to be exposed to other people and their businesses. I realized that no matter how big they were, we all had similar problems. Ten huts! Interested in a leadership training camp? Here is a list of programs to get started. Advanced team concepts : Through workshops and experiential activities, managers learn to be better leaders and teams learn to work together. California Ropes Course : Located in Southern California at the Castle Creek Inn-trust, this program teaches appreciation and communication through a ropes course. Emerging Leadership Center: This retreat for women looking to improve their leadership skills also helps participants better understand teamwork, community, work/life balance, and more. David Greenberg's Simply Speaking Inc. : Sales and communication skills gain momentum as team members pass through an electronic maze. The Work Game : This program helps increase the team's leadership and commitment on ski slopes in Utah. BetterEdge! : Participants strengthen their sales, teamwork, leadership and innovation skills through improvised business situations. Leading Concepts : Practical military-style training specialized in teamwork, leadership and communication skills development Team concepts : Through activities such as rowing, running, and bobsledding, team members achieve greater performance, find their noble purpose, and become inspiring leaders. Unitree : Participants learn efficiency in teamwork through horse riding, archery, yoga, running and various other activities. Wharton Leadership Ventures : Wharton Executive Education students, graduates, and participants learn individual and team leadership skills through ventures such as an expedition to Antarctica, mountaineering in Ecuador, and visit to the battlefield of Gettysburg. Dale Buss, a former reporter for The Wall Street Journal, is an author, journalist, and editorial consultant in Rochester Hills, Michigan. Michigan. Michigan.

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