

Information Packet



Leadership: Inventing the Future

**A Breakthrough Leadership Program for the
Mining Industry and Its Stakeholders**

February 7-10, 2017

A four-day program jointly sponsored by the
University of Arizona Lowell Institute for Mineral Resources and Vanto Group

Leadership in the Mining Community

The mining industry and its constituents face numerous challenges, such as a difficult business climate brought on by low prices for commodities and a resulting oversupply, high expectations for safety in open-pit and underground mines, heavy regulation and lengthy permitting, issues with social license and land tenure, limitations on use of water and energy, stiff competition for talent, and limited access to land for exploration.



Tackling these challenges calls for a new level of leadership across the mining industry. To create that level of leadership, it is imperative that mining organizations foster an environment in which leadership can arise whenever and wherever it is needed.

Leadership: Inventing the Future

Leadership: Inventing the Future is an intensive, four-day program tailored for stakeholders of the mining industry to develop leadership skills that are immediately applicable anywhere, at any time, and in any situation. While the program is designed for a workplace setting, it leaves the participants empowered and enabled to provide leadership not only at work, but also in other important areas of their lives, including their communities and families. The focus of the program is on leaders producing breakthrough results in their organizations, not mere incremental improvements.

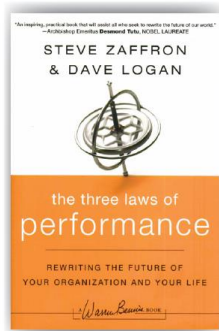


Vanto Group has extensive experience creating break-through results for companies in the mining industry. Over the past 25 years, they have worked with Magma Copper, BHP Billiton, Minera Escondida, Mopani Mines Zambia, Minera Antamina, and many others. The program will be led by Vanto Group's



most senior executives - Steve Zaffron, Chief Executive Officer, and Dr. Olga Loffredi, Chief Operating Officer.

The content of the program is grounded in the science of how the brain works and the successful application of that science in elevating performance in the mining industry over the past 25 years. The program emphasizes the impact that language has on performance, and is designed to bring about a fundamental shift in what leaders are



concerned about, how they work together, and what actions they take. Participants step outside the familiar frameworks of leadership, identify entrenched behaviors, habits, and unexamined assumptions, and replace them

with new perspectives culminating in new commitments, actions and results for themselves, their teams, operating units, and organizations.

First Law of Performance: How people perform correlates to how situations occur to them.

Leadership Corollary 1: Leaders have a say, and give others a say, in how situations occur.

Second Law of Performance: How a situation occurs arises in language

Leadership Corollary 2: Leaders master the conversational environment.

Third Law of Performance: Future-based language transforms how situations occur to people.

Leadership Corollary 3: Leaders listen for the future of their organization

Many of the principles of this program are presented in the best-selling book *The Three Laws of Performance: Rewriting the Future of Your Organization and Your Life*, co-authored by Steve Zaffron, CEO of Vanto Group.

The materials in the program are presented by Vanto Group, Inc., are proprietary, and are copyrighted. Participants will be required to sign the **Proprietary Materials Agreement** prior to attending.

Audience for This Program

The program is designed for all members of the global mining industry and its stakeholders. These include members of small, medium, and large companies



worldwide, regulatory and permitting agencies, suppliers and consultancies, members of mining communities, and educational institutions and their internal organizations with ties to mineral resources

and mining, including the Institute for Mineral Resources at the University of Arizona.

The program is ideal for tackling your organization's most pressing concerns, such as reinventing a business, transforming an entire organizational culture or any aspect of it (e.g., safety), creating an entirely new customer base, developing an especially

challenging new mining project or expansion, transforming union-management relations, fostering innovation and creativity, solving a stubbornly persistent mill or smelter bottleneck, creating a new public perception of a company or project, or achieving sustained high performance with a satisfied work force.

The program is most effective if attended by *multiple members of a team*, such as an operational team, an executive team, or a local work team (from senior executives to recent hires). For this reason, a discount is offered to organizations that bring four or more of their members to the program (see "Program Fees"). The program is a hands-on opportunity for the team or its representatives to invent an organizational initiative or to create an implementation plan for an existing project.



The intent is for participants to leave the program actually being leaders, rather than just learning about leadership. Thus the sponsors of the program want the success of the program to be judged not only on whether the participants were satisfied, but also the impact the program subsequently has on the performance of the participants' work teams or organizations.

Program Fees



As noted above, the course is most effective when attended by multiple members of a team. Therefore, there are two tiers of fees for the four-day program:

- (1) \$2,950/participant for organizations that send 1 to 3 participants; and
- (2) \$2,560/participant for organizations that send ≥ 4 participants.

Fees are non-refundable thirty days prior to the start of the program.

The program fee includes all program materials, an ice breaker reception the evening before the program begins, refreshments during morning and afternoon coffee breaks, and lunches on site each of the four days. The program fee does not include breakfasts, dinners, or the cost of travel and accommodations (see below).

Sponsors, Program Instruction, and Management



Lowell Institute for Mineral Resources, University of Arizona

Director: Dr. Mary M. Poulton

Associate Director: Dr. Mark D. Barton

Chair, Board of Directors: Douglas B. Silver



Vanto Group

Chief Executive Officer: Steve Zaffron

Chief Operating Officer: Dr. Olga Loffredi

Leadership: Inventing the Future, A Breakthrough Leadership Program for the Mining Industry and Its Stakeholders

Program Leaders: Steve Zaffron and Dr. Olga Loffredi

Contact: Rocío Brambila, Overall Program Coordinator

Contact: Lynn Suarezapecheche, Vanto Program Coordinator

Project Managers: Bob Mueller (Vanto) and Dr. Eric Seedorff (U of A IMR)

General Information

[The University of Arizona](#) is located in the southern Arizona city of Tucson about one mile (2 km) northeast of downtown. The University of Arizona is a public research university founded in 1885 while Arizona was a territory, decades before it became the 48th state in 1912. The university is an original land-grant institution, based on a campus of 380 acres (1.5 km²). The Arizona Wildcats are a member of the Pac-12 NCAA athletic conference, and Tucson is known as “a basketball town.” The U of A has >43,000 students and >15,000 employees.



Its professional schools include Medicine, Law, and Business. For the 2014 Fiscal Year, the National Science Foundation (NSF) ranked the University of Arizona 33rd among all universities and 20th among public universities in the country for research and development expenditures within the Science and Engineering category. Its College of Engineering has 14 different departments, including Mining and Geological Engineering. The university is known for especially strong programs in—among other fields—astronomy, optical sciences and engineering, planetary sciences, geosciences, hydrology, speech and hearing sciences, social psychology, pharmacy, photography, Latin American history, and Middle Eastern and North African studies.

The Lowell Institute for Mineral Resources is a leading global center for mineral resources that bridges basic and applied research and education in the fields of science, social science, engineering, health, business, leadership, law, and that works with leaders to adopt new ideas, policies, and technologies. The IMR was formally created in 2004 and launched in 2009 with \$17.7M from Science Foundation Arizona and 15 partner companies.



The IMR has hundreds of faculty and students in 26 academic departments across 10 colleges working on mineral resources projects. The IMR constitutes the largest interdisciplinary mineral resources research institute in the United States and one of the top three in the world. Its research centers include the Western Mining Safety and Health Training Resource Center, the Center for Environmentally Sustainable Mining, the Lowell Program in Economic Geology, and the Mine Intelligence Research Group. The IMR is closely linked to degree programs in Master of Engineering (MEng), Professional Science Masters in Economic Geology (PSM EG), and the Rogers College of Law. IMR's continuing education has reached >1,100 professionals from 80 companies from several dozen countries.

Vanto Group, Inc. is a boutique global consulting firm with 25 years of experience in the field of leadership and breakthrough performance. The firm is headquartered in San Francisco with offices in the U.S., Canada, Brazil, United Kingdom, Australia, India, Japan, Hong Kong, and China.



Although Vanto Group leads five to six “open” enrollment programs (like this one) annually, the core of their business is partnering with clients to design and implement initiatives that bring about reliable, sustainable, and measurable results in a surprisingly

short period of time – all while creating an exceptional quality of life for their client’s employees. Vanto has worked with over 1,000 clients worldwide, including Fortune 500 companies, family-owned businesses, start-ups and government agencies including Apple, Banco de Brazil, Glaxo Smith Kline, H.J. Heinz Company, JP Morgan Chase, Marsh McLennan, New Zealand Steel, Northrop Grumman, Reebok and Walgreens. Although Vanto works with clients across a variety of industries, they have a particularly strong history of working with companies in the mining industry worldwide, including Magma Copper, BHP Billiton, Minera Escondida, Mopani Mines Zambia, and Minera Antamina.

Leadership: Inventing the Future, A Breakthrough Leadership Program for the Mining Industry and Its Stakeholders, will be hosted by the Lowell Institute for Mineral Resources at the University of Arizona. The program will be held at the Tucson Marriott University Park Hotel in the Main Gate Square student dining and shopping area adjacent to campus and about one mile from the rejuvenated downtown area.



Tucson is located about 110 miles (180 km) south of Arizona’s capital and largest city of Phoenix and about 65 miles (105 km) north of the border with Mexico. Tucson and Pima County have extensive hiking trails and urban bicycle trails. There are several local restaurant and night life clusters in Tucson beside



Main Gate Square, including the downtown area and Fourth Avenue. Local attractions include Saguaro National Park, Arizona-Sonora Desert Museum, University of Arizona’s Biosphere 2, Pima Air and Space Museum, Sabino Canyon recreation area, and Mission San Xavier del Bac. Mount Lemmon, a 9159-ft (2792-m) peak on the top of the Santa Catalina Mountains, is a leisurely two-hour drive from campus.

Accommodations

Many participants will need accommodations, which are not included in the program fee. We have arranged for a discounted rate for registrants at the venue for the

program, the [Tucson Marriott University Park Hotel](#). Through this [link](#) a discounted rate will be available until a few weeks before the program begins. Reserve your rooms early, because the program occurs the week before the Tucson Gem & Mineral Show®.



The Tucson Marriott University Park is a nine-story hotel with 250 rooms. The hotel has an atrium lobby, restaurant and bar in the lobby, swimming pool, exercise room, on-site and valet parking, and 30,000 square feet of event space. A breakfast menu, buffet breakfast, and continental breakfast are available for a fee.

Program Information

Leadership: Inventing the Future, A Breakthrough Leadership Program for the Mining Industry and Its Stakeholders will be held at the convention facilities of the [Tucson Marriott University Park Hotel](#), located in Main Gate Square, one block west of the University of Arizona campus, between N. Euclid and N. Park Avenues and just north of E. University Blvd.

Address: 880 E. Second St., Tucson, AZ 85719

Date: February 7-10, 2017

Time: 9:00 a.m. – 7:00 p.m. Tuesday, Wednesday, Thursday, and Friday

Meals: Enjoy breakfast at your hotel. Coffee breaks and lunch will be provided during the program. (Dinners are not included.) Participants who have any **special dietary requirements** should inform Rocío Brambila, Program Coordinator for the program, or Lynn Suarezapecheche, Vanto Program Coordinator, prior to arrival.

Materials: Please see “Preparation for the Program” below for course pre-work. All other program materials will be provided when you arrive.

Reception: You are invited to an ice breaker reception on Monday, February 6, 2017 at 6:30 p.m. at the Tucson Marriott University Park Hotel (ask hotel for room location).

Smoking Policy: Smoking is not permitted inside the hotel; the nearby campus of the University of Arizona is entirely smoking- and tobacco-free.

What to Wear: Business casual attire is acceptable throughout the Program.

Note: Although some people involved in producing the program are multi-lingual, this program will be presented in English.



Tucson Weather

The weather in February is generally pleasant, with moderate temperatures and light precipitation. Expect warm days and cool evenings:

Average high temperature: 68°F (20°C)

Average low temperature: 44°F (7°C)

Average rainfall: 0.9 inches (24 mm)

We suggest that you bring a jacket for the possibility of rain and a coat or sweater for the evening chill and the possibility of sub-freezing temperatures.



Travel Information

The University of Arizona campus is located about one mile (2 km) northeast of downtown Tucson. The program venue is the Tucson Marriott University Park Hotel (see above) in the Main Gate Square area on the western edge of the campus, which is on the modern street car line. The new street car is a local line that extends from campus to downtown, but it does not connect to the Tucson airport south of town.



Tucson International Airport has direct flights to 18 destinations and is extremely convenient to use. The easiest way to travel from the Tucson airport to the hotel or campus is via a 20-minute taxi cab ride costing approximately \$30. A rental car would be useful if you plan to visit tourist attractions before or after the program.



Other helpful travel links:

[Tucson International Airport](#)

[Directions to the University of Arizona campus](#)

[Map of the University of Arizona campus](#)

[Tucson City map](#)

[Tucson Hotel Accommodations](#)

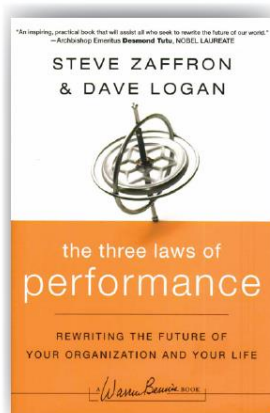
Contact Information and Registration

Participants can register through either the Institute for Mineral Resources or Vanto Group.

Please contact Rocío Brambila for registering through IMR or for general questions:
e-mail: brambila@email.arizona.edu
Text/phone: +1 (520) 668-2041

Please contact Lynn Suarezapecheche for registering through Vanto:
e-mail: lsuarezapecheche@vantogroup.com
Phone: +1 (305) 898-1243

Preparation for the Program



To prepare for the program we recommend you read the [Business Book Review of the *Three Laws of Performance*](#), co-authored by Steve Zaffron, CEO of Vanto Group, and Dave Logan. The review will introduce you to the Three Laws of Performance and the three Leadership Corollaries.

Upon registering for the program, you will also be sent a series of case studies which you should read thoroughly before attending the program. In addition, we ask that you spend some time thinking about and completing the **Information Sheet**, provided at the end of this Welcome Packet. **Please email your Information Sheet to Rocío and Lynn by January 16, 2017** (see *Contact Information and Registration* section for e-mail addresses).

The program is presented as a dialog and includes inquiry and discussion, practice and exercises, work in small groups, and assignments between sessions. To most effectively participate in the sessions, we suggest you set up your week to be as interruption-free as possible. During the formal sessions, we will be asking that you turn your cell phones off and to refrain from handling e-mail during the day.

Leadership: Inventing the Future,

A Breakthrough Leadership Program for the Mining Industry and Its Stakeholders

Information Sheet

(to be completed and emailed to Rocio and Lynn by January 16, 2017)

AREAS OF IMPACT

The program is intended to empower your leadership in the work environment in ways that were not previously possible. Looking from that perspective:

1. What would you like the program to support you in producing?

2. In what way would you like to be empowered in your leadership?

Name: _____

Company/Organization _____

Print Name

PROPRIETARY MATERIALS AGREEMENT

I confirm that I am participating in the program known as **Leadership: Inventing the Future**, A Breakthrough Leadership Program for the Mining Industry and Its Stakeholders ("Program") provided by Vanto Group through the Lowell Institute of Mineral Resources, University on February 7 – 10, 2017. In consideration for my participation, I hereby agree as follows:

1. I understand and agree that all materials, concepts and information ("Materials") presented during the Program either orally or in writing, are the property of Vanto Group and further in some instances are protected by copyright. I agree not to reproduce copy or otherwise duplicate, or distribute, lend or otherwise transfer any copies of such Materials without prior written permission of Vanto Group. I agree not to resell, modify or sell or repackage and sell the materials.

2. I understand that it is fully intended that I benefit from my participation in the Program and that I am free and encouraged to use any benefits that come out of my participation both in my work and in my interactions with others. While I also understand that I am welcome and encouraged to discuss and include other people in the outcomes of the work done inside of the Program, I agree not to deliver the Program or any part of the Program. I further agree that should I wish to deliver the Program or any part of the Program whether or not for the purpose of financial gain for myself or others, either during the program of the Program or at any time thereafter, I will obtain the prior written permission of Vanto Group.

In the event that I leave my company, I agree that I have no right to deliver to any person the Materials and any or all other parts of the program without the prior written permission of Vanto Group.

Signature

Date