

Catalogue of Evergreen Leadership Education Resources

from *Lyceum Circle of Leaders®* and *Lyceum Leadership Education®* and brought to you by *Lyceum Leadership Consulting*

Updated April 29, 2026

Format	Category	Lyceum Board Wheel		Title/Hyperlink	Description/Summary/Synopsis
		Quadrant	Subject		
Article	Governance			<i>Chesterton's Fence</i>	Chesterton's Fence. This article explores the principle known as Chesterton's Fence - the idea that one should not remove a rule, institution, or safeguard without first understanding why it was put in place. Drawing on the April 2026 cover story in <i>The Atlantic</i> on modern sports betting and the leadership philosophy of Admiral Hyman Rickover, the article examines how organizations lose institutional memory over time and the risks that arise when safeguards are dismantled without understanding the lessons they were designed to preserve.
Article	Governance	Essential Board Functions	CEO Succession	<i>The Psychology of the Silver Medalist</i>	The Psychology of the Silver Medalist explores why near misses can linger more powerfully than outright losses. Drawing on research into the "silver medalist effect," the article explains how silver medalists often feel less satisfied than bronze medalists because their minds compare upward to the gold medal they almost won, while bronze medalists compare downward to leaving with no medal at all. Lyceum applies this insight to leadership and boardroom settings, where CEO selections, promotions, strategic choices, and other competitive decisions can leave capable runners-up carrying durable narratives of what might have been. The article invites leaders and boards to consider the psychological aftermath of near-miss decisions and to manage ambition, disappointment, counterfactual thinking, and organizational transitions with greater awareness.

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Lyceum Board Wheel				
Tools	Governance	Essential Board Functions	CEO Succession	<p><u><i>The Enterprise Leadership Operating System (ELOS)</i></u></p> <p>The Enterprise Leadership Operating System (ELOS) presents a structured framework for linking executive development directly to enterprise performance. Rather than defining leadership in terms of generalized competencies or behavioral ideals, ELOS organizes leadership work around the specific management domains that determine how an enterprise allocates capital, manages risk, integrates operations, and executes strategy.</p> <p>The framework integrates three core elements—defined enterprise management domains, explicit decision altitude discipline, and leadership competencies applied as levers within those domains—to create a coherent architecture for leadership effectiveness. It explains why many development efforts fail to translate into improved enterprise outcomes, not from lack of sophistication, but from the absence of a clear connection between leadership capability and the operating realities of the business.</p> <p>Developed through Lyceum’s work with boards and senior executives, ELOS is used to assess executive readiness, guide targeted development, and align leadership expectations with enterprise-level performance demands. It provides directors and CEOs with a disciplined approach for strengthening decision quality, clarifying accountability, and building institutional durability beyond individual leadership traits.</p>

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<i>Lyceum Board Wheel</i>				
Series and Director Practicum	Governance	At the Hub	Disciplined of Discernment Series: The Hub of the Wheel-Tuned Governance Wheel	<p><u>Discernment Discipline I: Pattern Recognition</u></p> <p>Discernment Discipline I: Pattern Recognition introduces the first element of Lyceum’s Disciplines of Discernment series — a structured, science-grounded framework for strengthening board judgment under uncertainty. The article examines how directors rely on experience, analogy, and intuition to interpret incomplete information, and why experience alone often produces misplaced confidence rather than reliable insight.</p> <p>Drawing on behavioral science, decision theory, and historical boardroom failure — including the 1970 Penn Central bankruptcy — this work shows how pattern recognition functions as the board’s early-warning system, and how it misfires when relevant experiential patterns are absent or unexamined. The discipline reframes intuition not as instinct to be trusted or ignored, but as a cognitive signal that must be surfaced, tested, and corrected before decisions harden into commitments.</p> <p>This installment serves as the conceptual foundation for a broader body of work designed to convert accumulated experience into disciplined, shared, and verifiable board judgment — particularly in environments characterized by ambiguity, delayed feedback, and high consequence.</p>

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Series and Director Practicum	Governance	At the Hub	Discernment: The Hub of the Wheel-Tuned Governance Wheel	<p><u><i>Scientific Foundations Discernment Discipline I: Pattern Recognition</i></u></p> <p>Scientific Foundations: Discernment Discipline I – Pattern Recognition provides the empirical and theoretical grounding for Lyceum’s first Discipline of Discernment. This companion work traces how modern understanding of judgment, expertise, and error evolved across psychology, decision science, behavioral economics, probability theory, and neuroscience.</p> <p>Organized around five major breakthroughs, the paper explains why expert judgment relies on pattern recognition rather than calculation, why intuition can be both powerful and systematically misleading, and why experienced leaders remain vulnerable to confident error in environments characterized by uncertainty, delayed feedback, and incomplete information. The work integrates foundational research by de Groot, Simon, Klein, Kahneman and Tversky, alongside insights from neuroscience and philosophy, to show how the human mind constructs meaning — and why it so often mistakes coherence for accuracy.</p> <p>This document is intended for directors and senior leaders who wish to understand not only how judgment fails, but why, and what it takes to govern one’s own thinking. Read alongside the primary article on Pattern Recognition, it supplies the scientific backbone for treating discernment not as instinct or intelligence, but as a disciplined, cultivable capability of effective boards.</p>

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Series and Director Practicum	Governance	At the Hub	Discernment: The Hub of the Wheel-Tuned Governance Wheel	<p>Director Practicum: Discernment Discipline I – Pattern Recognition translates the first Discipline of Discernment into concrete boardroom practice. This practicum is designed to help boards and individual directors govern intuition deliberately — making pattern recognition visible, testable, and correctable before analogy hardens into commitment.</p> <p>The practicum provides structured practices for boards, self-prompts for individual directors, and a formal checklist for high-stakes decisions where signals are ambiguous and intuition feels especially compelling. It shows how pattern recognition should trigger inquiry rather than verdicts, how boards can expand and diversify their collective “pattern library,” and how directors can pair intuition with metacognitive checks to avoid false patterning and overconfidence.</p> <p>Unlike conventional governance guidance, this practicum is not prescriptive or retrospective. It is designed for real-time use, under conditions of uncertainty, time pressure, and incomplete information. Applied to the 1970 Penn Central bankruptcy case, it demonstrates how disciplined pattern recognition could have surfaced critical questions earlier — not to guarantee the right answer, but to make assumptions contestable before consequences became irreversible.</p> <p>This practicum represents Lyceum’s first formal effort to convert behavioral science into repeatable board practice, and serves as the applied companion to both the primary article and the Scientific Foundations of Discernment Discipline I.</p>

[*The Director Practicum Discernment Discipline I: Pattern Recognition*](#)

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Tools	Leadership		Executive Leadership	<p>The Three Altitudes of Leadership in Corporate Environments presents a practical framework for understanding how leadership work changes as responsibility expands from functional execution to enterprise governance. The framework distinguishes three distinct leadership altitudes—Domain Mastery (Level 3), Enterprise Execution and Alignment (Level 2), and Enterprise Stewardship and Governance (Level 1)—each requiring a different orientation, time horizon, and form of judgment.</p> <p>The article explains why capable leaders often struggle during transitions between levels, not from lack of talent, but from operating at the wrong altitude for their role. It clarifies the specific questions, responsibilities, and failure modes associated with each level, and shows how “altitude confusion” contributes to organizational friction, bottlenecks, and governance breakdowns.</p> <p>Developed through Lyceum’s executive assessment and leadership development work, this framework is used to evaluate readiness for increased responsibility, guide targeted development, and improve alignment between boards, executives, and functional leaders. It provides boards and senior leaders with a shared language for diagnosing leadership effectiveness and supporting disciplined leadership at the appropriate level of the enterprise.</p> <p><u><i>The Three Altitudes of Leadership in Corporate Environments</i></u></p>
Article	Governance		Well-Tuned Corporate Governance	<p>Behavioral Economics Meets Corporate Governance. This article introduces Lyceum’s content platform and explores how behavioral economics fills a critical gap in traditional board education. By examining the human operating system—biases, group behavior, and decision-making under uncertainty—it offers directors practical insights to improve judgment, strengthen governance, and align corporate purpose with societal expectations.</p> <p><u><i>Lyceum’s Approach to Governance: Lyceum’s Levers for Effective Corporate Governance</i></u></p>
Tools	Governance	Sustained Improvement	Board Effectiveness	<p>Lyceum’s Well-Tuned Corporate Governance Wheel (Tool). This practical framework integrates four dimensions of governance—Defined Roles, Essential Functions, Board Processes, and Sustained Improvement—into a unified model for board effectiveness. Unlike fragmented checklists, the Wheel provides directors with a quick-reference guide and organizing framework to align board composition, succession planning, oversight, and continuous development. Boards can use it as a diagnostic tool, a meeting aid, or a strategic compass for strengthening governance over time.</p> <p><u><i>Lyceum’s Well-Tuned Corporate Governance Wheel: A Reference Tool for Board Excellence</i></u></p>

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Article	Governance	Defined Governance Roles	Role of the Board		<p>Boardroom Boundaries: The Role of the Board in Societal and Policy Matters (Article). Amid shifting pressures on government policies, boards must expand their compass beyond internal oversight to include societal, cultural, and regulatory forces. This article explores how directors can distinguish transient trends from enduring principles, legitimize policy decisions, and tap external wisdom. Drawing on Jefferson, Oxenstierna, and behavioral insights, it challenges boards to move from closed governance to open models that integrate broader societal intelligence—ensuring resilience, legitimacy, and principled leadership in contentious times.</p>
Article	Governance	Defined Governance Roles	Role of the Board	<p><u>Boardroom Boundaries: The Role of the Board in Societal and Policy Matters</u></p>	<p>The Duty of Obedience to the Unenforceable. Drawing on Lord Moulton’s 1914 concept of the “three great domains of human action,” this article explores the unseen duties of directors that lie beyond law and free choice—the domain of manners. It challenges directors to recognize and act upon their unwritten responsibilities, distinguishing true board leadership from management and elevating board effectiveness.</p>
Case Study	Governance	Defined Governance Roles; Essential Board Functions	Role of Individual Directors; Strategy Oversight, Risk Management, Compliance, Monitoring	<p><u>Unlocking Boardroom Excellence: The Unseen Duty of Directors ‘Obedience to the Unenforceable’</u></p>	<p>The Trans Union Merger: A First-Person Case in Fiduciary Duty (Case Study). This immersive case study reconstructs the 1980 Trans Union board meeting that led to the landmark Delaware ruling in <i>Smith v. Van Gorkom</i> (1985). Using dramatized dialogue and archetypal voices—The Sage and The Fool—it puts readers in the boardroom as directors approve a \$690MM merger after only two hours of deliberation. The case reveals how social pressure, misplaced loyalty, and failure to seek independent valuation led to liability for gross negligence. Directors will take away enduring lessons on fiduciary duty, the weight of dissent, and the dangers of mistaking speed and confidence for sound governance.</p>
White Paper	Governance	Defined Governance Roles	Role of Individual Directors; The Director’s Advisory Role and Building an Advisory Board	<p><u>The Trans Union Merger: An Immersive Experience in Fiduciary Duty and Boardroom Decision-Making</u></p>	<p>Advisory Board Building Considerations (White Paper). This white paper guides CEOs, founders, and directors through the design and operation of effective advisory boards. It distinguishes advisory boards from statutory boards, highlighting their role in broadening horizons, challenging assumptions, and providing disinterested perspective. Drawing on behavioral insights and CEO testimonials, it addresses pitfalls such as vanity boards and confusion over governance authority, and provides practical guidance on structure, compensation, member benefits, and evaluation. Readers will gain a framework for building advisory boards that deliver measurable business outcomes—from succession planning and cultural development to preparing for sale, raising capital, and strengthening CEO decision-making.</p>
				<p><u>A Board Member’s Advisory Role and Advisory Board Considerations</u></p>	

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Case Study	Leadership: Visionary Leadership - RCA FM Radio	Essential Board Functions	Strategy Oversight	<u><i>The Case of the Cassandra Complex: When Visionaries Are Silenced</i></u>	The Cassandra Complex: Armstrong, Sarnoff, and the Suppression of FM Radio. This case explores the clash between Edwin Howard Armstrong, the brilliant inventor of FM radio, and David Sarnoff of RCA, whose entrenched interests fought to suppress it. Framed through the Greek myth of Cassandra, it reveals how visionaries who see the future often face resistance from those defending the present. Directors will gain insight into strategic foresight, resistance to innovation, and the risks boards face when power suppresses progress.
Case Study	Governance	Essential Board Functions	Risk Management, Compliance, Monitoring	<u><i>Illusions of Control: The Case of the Great Salad Oil Swindle and the Cognitive Collapse of Compliance</i></u>	Illusions of Control: The Great Salad Oil Swindle and the Collapse of Compliance. This case recounts the 1963 Allied Salad Oil fraud, where Anthony “Tino” De Angelis fabricated \$150 million in phantom inventory with the unwitting help of American Express’s warehousing arm. Banks, brokers, and regulators all failed to see through the illusion until the collapse brought firms down. Directors will take away lessons on cognitive bias, systemic complicity, and the fragility of compliance systems—reinforced by Warren Buffett’s legendary contrarian bet on American Express in the scandal’s aftermath.
Article	Governance	Sustained Improvement	Board Search, Selection & Induction	<u><i>STRENGTHENING THE BOARD: A STRATEGIC IMPERATIVE FOR PROXY SEASON</i></u>	Strengthening the Board for Proxy Season. Proxy season puts boards under scrutiny from shareholders and activists alike. This article explains why September and October are the crucial months to launch board search and selection processes. By identifying gaps, refreshing talent, and incorporating behavioral self-assessment, directors can defend against activist campaigns, enhance governance credibility, and signal long-term resilience to investors. A practical roadmap for nominating committees preparing for proxy deadlines.
Article	Governance	Sustained Improvement	Board Search, Selection & Induction	<u><i>The Hidden Dangers of DIY Board Searches</i></u>	The Limitations of Nominating Committees in Board Selection. Relying solely on an internal Nominating Committee for board recruitment exposes organizations to hidden risks: narrow networks, cognitive biases, and the social complexities of rejecting candidates. This piece shows how these limitations can undermine board diversity and effectiveness, and why engaging structured, independent expertise is essential for optimal board composition.

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Article	Governance	Sustained Improvement	Board Search, Selection & Induction	<p><u><i>So You Want to Join Your First Board — or Expand Your Board Portfolio? Why Instrumental Networks Are the Critical Key</i></u></p> <p>You don't need more credentials. You need a better network. Instrumental Networks in Board Selection: Why Being Known Matters More Than Being Ready. Board appointments are rarely made through public postings—they flow through networks of trust, visibility, and credibility. This article distinguishes expressive vs. instrumental networks and shows how aspiring directors must position themselves as resources, not applicants. Drawing on sociology, psychology, and Lyceum's Circle of Leaders as a purpose-built network, it offers directors practical insight into how networks shape board selection outcomes.</p>
Article	Governance	Improved Board Processes	Board Agenda	<p><u><i>How a Well-Planned and Executed Agenda Can Transform Governance</i></u></p> <p>The Board Agenda: Unsung Hero of Governance Success. Too often boards spend hours on trivial matters while neglecting the issues that determine long-term success. This article explores how a well-planned and executed board agenda serves as a cognitive debiasing tool—keeping focus on strategic priorities, improving decision quality, and enhancing board effectiveness. A must-read for chairs, lead directors, and CEOs.</p>
Article Series	Governance	Essential Board Functions	CEO Succession	<p><u><i>Navigating the Succession Planning Paradox Series Installment 1: 50 Years of Advice, But Why Do the Same Mistakes Persist?</i></u></p> <p>Navigating the Succession Paradox: Breaking 50 Years of Stagnation. Despite half a century of literature on CEO succession planning, boards continue to repeat the same mistakes. This article introduces the paradox: succession is universally acknowledged as essential, yet routinely mishandled due to human resistance, identity attachment, and power dynamics. Directors will gain insight into the deeper psychological and organizational barriers that derail succession and a framework for addressing them.</p>
Article Series	Governance	Essential Board Functions	CEO Succession	<p><u><i>Navigating the Succession Planning Paradox Series Installment 2: "The CEO as Creator – More Artist than Strategist"</i></u></p> <p>Navigating the Succession Paradox, Part II: The CEO as Creator. This article examines why many CEOs resist succession by reframing leadership as a creative act. Like artists, CEOs view their organizations as living canvases—expressions of their identity, purpose, and legacy. For such “work-intensive” leaders, stepping down is not just a career transition but an existential loss. Directors will gain insight into the deep psychological and emotional barriers that complicate CEO succession planning.</p>

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Article Series	Governance	Essential Board Functions	CEO Succession	<u>Navigating the Succession Planning Paradox Series Installment 4: The Board of Directors' Role – Lessons from ITT's Rise and the Post-Geneen Struggles"</u>	<p>Navigating the Succession Paradox, Part IV: The Board of Directors. This installment examines the board's duty in CEO succession through the lens of ITT Corporation's rise under Harold Geneen and its struggles after his departure. The case reveals how board inaction, factionalism, and deference to a dominant CEO undermine transitions. Directors will learn why succession must be reframed as an ongoing strategic function—addressing human dynamics as well as process—to ensure continuity, resilience, and renewal.</p>
Article Series	Governance	Essential Board Functions	CEO Succession	<u>Navigating the Succession Planning Paradox Series Installment 5: "The 1982 Bendix-Martin Marietta Takeover Battle: A Case Study in CEO Succession-Triggered Vulnerability"</u>	<p>Navigating the Succession Paradox, Part V: External Stakeholders. This installment explores the external vulnerabilities of CEO succession, drawing on the 1982 Bendix-Martin Marietta takeover battle. The case shows how leadership transitions can invite hostile bids and destabilize organizations if boards are unprepared. Directors will learn how proactive planning, board cohesion, strategic alliances, and clear communication can turn moments of vulnerability into opportunities for resilience and long-term continuity.</p>
Article Series	Governance	Essential Board Functions	CEO Succession	<u>Solving the Succession Planning Paradox Final Installment 6: "The Power of Executive Assessment and Development"</u>	<p>Navigating the Succession Paradox, Part VI: Solving with Executive Assessment & Development. The concluding installment turns from barriers to solutions, showing how Executive Assessment & Development (EA&D) provides boards with objective tools to overcome human bias, CEO reluctance, board fragmentation, leadership team politics, and external pressures. By starting years in advance, EA&D builds a resilient leadership pipeline, ensures continuity, and unites boards, CEOs, and CHROs around a structured, evidence-based succession process.</p>

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Article	Leadership: Renewal & Reflection				<p>Renewal and Reflection: Year-End Thought Starters for Leaders. Drawing on John W. Gardner’s timeless insights into self-renewal, this piece offers leaders practical prompts for reflection and growth at year’s end. Through vivid examples—from Cervantes and Mandela to Churchill and Matisse—it explores how individuals and organizations can break free from stagnation, embrace change, and build lives of purpose. Directors and executives will gain a framework for resilience, vitality, and renewal in the year ahead.</p> <p><u>Renewal and Reflection: Lyceum’s Year-End Thought Starters for the New Year</u></p>
Article Series	Governance	Improved Board Processes			<p>The Constitution of Human Nature, Part I: The Preamble. This installment launches Lyceum’s behavioral reading of the U.S. Constitution, treating it as a design manual for leadership rather than a civics lesson. It explores how the Preamble addresses human flaws—tribalism, ambition, short-termism—and embeds structures to counteract them. Directors will learn how the framers anticipated bias and folly, and how their approach offers timeless guidance for governing boards and executive teams today.</p> <p><u>A Behavioral Reading of the Constitution Series Installment 1: “Introduction and The Preamble”</u></p>
Article Series	Governance	Improved Board Processes			<p>The Constitution of Human Nature, Part II: Born in Consensus, Living in Controversy. This installment explores the fragile, chaotic conditions that gave rise to the U.S. Constitution—debt, disunity, and Shays’ Rebellion. Far from an abstract ideal, the Constitution was a behavioral response to fear, faction, and disorder. Directors and leaders will see how the framers built structures not to perfect human nature, but to contain its risks—an enduring lesson for boardrooms facing conflict, instability, and activist pressure today.</p> <p><u>A Behavioral Reading of the Constitution Series Installment 2: “The Backdrop to the Articles of the Constitution”</u></p>
Article Series	Governance	Improved Board Processes			<p>The Constitution of Human Nature, Part III: Article I, Sections 1–3 — The Legislative Blueprint. This installment examines why the framers placed Congress first and how its design reflects deep suspicion of unchecked power. By embedding legislative primacy, bicameralism, and separation of powers, the Constitution intentionally slows decision-making to guard against passion, faction, and consolidation. Directors will see parallels to modern boards: the need for deliberation, friction, and stabilizing structures that restrain ambition and protect long-term governance.</p> <p><u>A Behavioral Reading of the Constitution Series Installment 3: “Article I Sections 1 – 3, The Legislative Branch.”</u></p>

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Article Series	Governance	Improved Board Processes		
Article Series	Governance	Improved Board Processes		<p>The Constitution of Human Nature, Part IV: Article I, Sections 4-6 — Designing Against Drift and Disorder. This installment reveals how seemingly procedural clauses—on elections, quorums, rules of order, journals, and compensation—embody the framers’ genius in anticipating human frailty. By mandating meetings, compelling attendance, enforcing transparency, and restricting entanglements, the Constitution built friction against procrastination, disorder, and quiet corruption. Directors will see direct parallels to boardrooms: self-regulation, discipline, and safeguards against the erosion of independence are prerequisites to credible governance.</p> <p><u><i>A Behavioral Reading of the Constitution Series Installment 4: “Article I Sections 4 – 6, The Legislative Branch”</i></u></p>
Article Series	Governance	Improved Board Processes		<p>The Constitution of Human Nature, Part V: Article I, Section 7 — Slowing the Sword. This installment unpacks the Constitution’s lawmaking machinery—revenue bills, vetoes, overrides, and the pocket veto—as deliberate behavioral guardrails. By embedding friction, delay, and reconsideration into legislation, the framers sought to discipline ambition and curb majority momentum. Directors will see clear parallels for boards: speed and consensus are not virtues unless filtered through reflection, dissent, and structural checks that elevate decision quality.</p> <p><u><i>A Behavioral Reading of the Constitution Series Installment 5: “Article I Section 7, The Legislative Branch”</i></u></p>
Article Series	Governance	Improved Board Processes		<p>The Constitution of Human Nature, Part VI: Article I, Section 8 — The Powers That Bind. This installment examines Congress’s enumerated powers—taxation, commerce, declaring war, and the “necessary and proper” clause—as a behavioral safeguard against ambition and overreach. History reveals, however, that authority is often surrendered rather than stolen, as Congress delegated tariffs, sidestepped war declarations, and allowed executive rulemaking to mimic legislation. For boards, the parallel is clear: powers in bylaws mean little if not exercised. Directors will learn why vigilance, stewardship, and unity of duty—rather than consensus—are essential to prevent the quiet erosion of their authority.</p> <p><u><i>A Behavioral Reading of the Constitution Series Installment 6: Article I Section 8, “The Powers That Bind: Granting Authority Within a Cage of Purpose”</i></u></p>

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White Paper	Situational CEO Leadership			<p>CEO Leadership in Membership Organizations: The CEO as Convener (White Paper). This white paper examines the unique leadership mandate of CEOs in member-governed organizations, particularly in regulated industries. It frames the CEO not as a commander but as a convener—mobilizing diverse stakeholders, fostering consensus, and guiding collective action. Using Lyceum’s six leadership competencies, it outlines the skills required to educate, unify, interpret, and inspire members in complex ecosystems. Directors and executives will gain insight into how convening power strengthens resilience, accelerates sector transformation, and builds trust across fragmented constituencies.</p> <p><u>CEO Leadership in Member-Governed Organizations</u> <u>“The CEO as a Convener Toward Clarity, Unity, and Collective Progress”</u></p>
Podcast: <i>Leadership Lyceum: A CEO’s Virtual Mentor®</i>	Governance	Essential Board Functions	Risk Management: Cybersecurity	<p>Episode 30 of A CEO’s Virtual Mentor® In this inaugural installment of our Cyber Series, five distinguished leaders—spanning national security, corporate governance, cyber crisis response, and enterprise risk—expose a critical truth: in today’s environment, what you don’t know can, indeed, hurt you. Far beyond technical breaches and software failures, the panel reveals how cyber risk has become a test of leadership perception, cognitive discipline, and strategic foresight. Through real-world cases and boardroom experience, they illuminate the blind spots that most directors and executives don’t see coming until it is too late—illusions of security, misplaced confidence in controls, and the dangerous tendency to underestimate adversaries who evolve faster than organizations do.</p> <p>Rather than offering checklists or technical playbooks, this episode challenges leaders to confront the human factors that determine cyber readiness: attention, judgment, preparation, and the willingness to make decisions under uncertainty. For directors and C-suite leaders, it is an essential exploration of cybersecurity as a governance and risk-management discipline—and a reminder that vigilance begins with the mind, long before it reaches the firewall.</p> <p><u>“What You Don’t Know CAN Hurt You”</u></p>

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Podcast: <i>Leadership Lyceum: A CEO's Virtual Mentor®</i>	Leadership: Crisis Management			<p>Episode 29 of A CEO's Virtual Mentor® In this powerful episode, Admiral Thomas B. Fargo, former Commander of the U.S. Pacific Command, reflects on one of the most challenging moments of his distinguished career—the 2001 Ehime Maru tragedy. When a U.S. Navy submarine collided with a Japanese training vessel, Admiral Fargo faced the immense responsibility of leading through crisis, loss, and international scrutiny. His decision to pursue transparency through a full Court of Inquiry—rather than containment—reveals timeless lessons in moral courage, accountability, and trust. This episode offers board members and executives a profound exploration of leadership when no law compels and only conscience guides.</p>
Podcast: <i>Leadership Lyceum: A CEO's Virtual Mentor®</i>	Leadership: Explosive Growth			<p>Episode 28 of A CEO's Virtual Mentor® In this compelling episode of Leadership Lyceum: A CEO's Virtual Mentor, we are joined by Dan Bane, the retired CEO of Trader Joe's, to explore the remarkable journey of leading one of the most iconic brands in modern retail through a period of unprecedented growth. From 2001 to 2023, Trader Joe's expanded from 150 to 547 stores, maintaining its unique culture, customer-centric approach, and reputation for excellence. This conversation dives into the leadership strategies that guided this transformation, offering invaluable lessons for CEOs and board members navigating rapid growth.</p>
Podcast: <i>Leadership Lyceum: A CEO's Virtual Mentor®</i>	Regulatory Primer			<p>Episode 27 of A CEO's Virtual Mentor® Are you a new board member serving on a regulated company board, but from a non-regulatory background? This episode is directed especially to newer board members and executives in utility companies regulated at the state and even federal levels. This is a survey of the history, development, structure, and process of utility regulation with advice on a few best practices in regulatory affairs posture and approach. My guest, Dr. Mark Jamison is Director and Gerald Gunter Professor, Public Utility Research Center at the Warrington College of Business at the University of Florida in Gainesville.</p>

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		<i>Lyceum Board Wheel</i>		
Podcast: <i>Leadership Lyceum: A CEO's Virtual Mentor®</i>	The Science of Social Networks			<p>Episode 25 of A CEO's Virtual Mentor® In my search work over the last decade and a half, I often observed that a missing link in creating boardroom diversity is often a lack of diversity in the professional networks of the board of directors or the nominating committee themselves. As often, candidates are identified and selected from these networks. In order to understand what causes a lack of network diversity to exist, it's instructive to understand sociology applied to these social networks.</p> <p>In this program, we examine ways of counteracting our own human nature to ultimately make significant improvements in boardroom and executive diversity.</p> <p>Joining me on the program is Associate Professor of Sociology, James M. Cook, from the University of Maine. One of Dr. Cook's areas of expertise is in the area of social network analysis. I discovered Professor Cook's work in my own research on this perplexing issue. I was especially intrigued and informed by an academic paper that he co-authored in 2001 called "Birds of a Feather: Homophily in Social Networks."</p>
Podcast: <i>Leadership Lyceum: A CEO's Virtual Mentor®</i>	Leadership: Crossover Application of Performing Arts to Business			<p>Episode 24 of A CEO's Virtual Mentor® This interview is timeless and gets deep into a theatrical production's creative process as seen through the mind's eye of the director. In general, we, as an audience of entertainment, be it sports or the performing arts, are often spoiled with the perfection and professionalism of the finished product. But what is involved or required from a leadership perspective to develop and burnish the performance into the form to which we are also accustomed? What goes on in the business of theater has crossover applications to all business leaders. We step through the phases of the creation of a production from script selection to closing night through the lens of objectives or purposeful direction and intervention.</p>

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Podcast: <i>Leadership Lyceum: A CEO's Virtual Mentor®</i>	Leadership: Private Equity Roll Up to IPO to Strategic Acquisition			<p>Episode 23 of A CEO's Virtual Mentor® I'm joined by Richard Burke, Chairman and CEO of publicly-traded solid waste services company, Advanced Disposal Services.</p> <p>We discuss Richard's leadership in a company that delivers a service punch well above its \$1.6 billion weight class. We'll cover its evolution from private equity backed roll-up of solid waste businesses through its IPO in October of 2016 and right up to just prior to the announcement on April 15, 2019, that Waste Management would purchase Advanced Disposal.</p> <p>Our interview covers a lot of ground and addresses an array of situation specific business leadership areas, including:</p> <p>The economics of the solid waste business, A company's evolution from private equity ownership to IPO, M&A and the Four D's behind a seller's motivation, Corporate Reputation and Integrity, Reputation Derived from Investors on the Path to an IPO, Safety and Corporate Culture, Post-IPO Board Composition Considerations</p> <p><u>THE ANATOMY OF A PRIVATE EQUITY INVESTMENT: FROM M&A ROLL-UP, TO IPO, AND BEYOND</u></p> <p><u>With Advanced Disposal Services' Chairman and CEO Richard Burke</u></p>
Podcast: <i>Leadership Lyceum: A CEO's Virtual Mentor®</i>	Leadership: Industry Association			<p>Episode 18 of A CEO's Virtual Mentor® This episode presents a CEO's leadership over a unique type of organization – the industry association. Industry associations perform many complex roles for their membership including: as advocate for an industry's position on political, legislative, and regulatory issues; as information source on current and emerging issues from an informed frontline position; as promoter of the industry, its people and their accomplishments; and as educator for the professionalism of its membership.</p> <p><u>LEADING AN INDUSTRY ASSOCIATION</u></p> <p><u>With Sue Kelly, President and Chief Executive Officer of the American Public Power Association (APPA)</u></p>
Podcast: <i>Leadership Lyceum: A CEO's Virtual Mentor®</i>	Leadership: Regional Transmission Grid			<p>Episode 17 of A CEO's Virtual Mentor® This interview is timeless and gets deep into a theatrical production's creative process as seen through the mind's eye of the director. In general, we, as an audience of entertainment, be it sports or the performing arts, are often spoiled with the perfection and professionalism of the finished product. But what is involved or required from a leadership perspective to develop and burnish the performance into the form to which we are also accustomed? What goes on in the business of theater has crossover applications to all business leaders. We step through the phases of the creation of a production from script selection to closing night through the lens of objectives or purposeful direction and intervention.</p> <p><u>LEADING A REGIONAL ELECTRICITY GRID AND THE TRANSITION TO A CLEAN ENERGY FUTURE</u></p> <p><u>With Gordon van Welie, President and CEO of ISO New England</u></p>

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Podcast: <i>Leadership Lyceum: A CEO's Virtual Mentor®</i>	Leadership in Philanthropy			<p>Episode 14 of A CEO's Virtual Mentor® We'll glean the perspectives of Jennifer Sampson, CEO of The United Way of Metropolitan Dallas. Jennifer led a remarkable turnaround in Dallas and has led the development of programs that fund impactful and innovative social entrepreneurship.</p> <p align="center"><u>THE PHILANTHROPY EPISODE</u></p>
Podcast: <i>Leadership Lyceum: A CEO's Virtual Mentor®</i>	Shareholder Activism Series			<p>Episode 11 of A CEO's Virtual Mentor® @41:53 This is the first of a series on Shareholder Activism, we are joined by Chris Young who at the time of the interview was Managing Director and Head of the Contested Situations Group at Credit Suisse. In the first part of this series we will cover the history of activism and the market for corporate governance, growth in the asset class, and answer a fundamental question: what do activists want?</p> <p align="center"><u>The History of Shareholder Activism</u></p>
Podcast: <i>Leadership Lyceum: A CEO's Virtual Mentor®</i>	Shareholder Activism Series			<p>Episode 12 of A CEO's Virtual Mentor® A continuation of our discussion on Shareholder Activism with Chris Young. We cover what Chris describes as The Vulnerability Framework. We will discuss the conditions that make a company particularly vulnerable to activism.</p> <p align="center"><u>SHAREHOLDER ACTIVISM – VULNERABILITY FRAMEWORK</u></p>
Podcast: <i>Leadership Lyceum: A CEO's Virtual Mentor®</i>	Shareholder Activism Series			<p>Episode 13 of A CEO's Virtual Mentor® What is it like to be in the crosshairs of the activist and what should you do about it? We take you step by step down the Escalation path through 8 phases – including The Letter through the Proxy Contest.</p> <p>Chris Young from Credit Suisse will provide the steps and the pathway. Governance expert Tanuja Dehne will provide some governance and management considerations along the way. Paul Toback will discuss his firsthand experience of being CEO at Bally Total Fitness and in the crosshairs at points along the path. Highly-experienced, independent director, Marjorie Bowen, will provide context as an activist's board nominee in the setting of activism and also provide governance and management advice for these situations.</p> <p align="center"><u>THE BIG SHAREHOLDER ACTIVISM EPISODE "THE ESCALATION PATH" IMPLICATIONS AND ADVICE FOR CORPORATE GOVERNANCE AND CEO LEADERSHIP</u></p>
Podcast: <i>Leadership Lyceum: A CEO's Virtual Mentor®</i>	Product & Brand Leadership	Musical Instrument Manufacturing		<p>Episode 6 of A CEO's Virtual Mentor® Andy Mooney is CEO of Fender Musical Instruments Corporation. I joined him in his new Hollywood offices, which were still in the finishing touches of the build out, on September 14th, 2016. In part 1, we had a sweeping conversation covering his leadership at Fender, his product orientation and brand focus and industry innovation that he is leading at Fender.</p> <p>In part 2 we discuss new product launches and touch on many of the considerations – from supply chain to marketing and communications. We also discuss product growth and pricing.</p> <p align="center"><u>PRODUCT AND BRAND LEADERSHIP With Andy Mooney, CEO of Fender Musical Instruments</u></p>

