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**JANUARY 2024**

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| --- | --- |
| **Date** | **Program** |
| 1/17 | Orientation: Using Personality Type & Styles to Foster Leadership |
| 1/31 | Leveraging Mentorship for Growth |
| 2/22 | Achieving Greater Outcomes: Leading with Intention & Purpose |
| 3/20 | Professionalism & Personal Presence |
| 4/11 | Coaching For Performance |
| 4/30 | Strategic Management |
| 5/14 | Leading Community Collaboration |
| 6/12 | Learn, Lead, & Serve |
| 6/26 | Creating a Great Workplace Culture |
| 7/16-7/18 | The Leadership Challenge |
| 8/20 | Accounting Fundamentals |
| 9/4 | Leading Change |
| 9/26 | Finance for Non-Financial Managers |
| 10/16 | Executive Effectiveness: Functioning at Your Full Capacity |
| 10/31 | Operations Management |
| 11/21 | Marketing Essentials |
| 12/4-12/5 | Business Simulation |

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| **Date** | **Program** |
| 8/7 | Orientation: Using Personality Type & Styles to Foster Leadership |
| 8/29 | Leveraging Mentorship for Growth |
| 9/18 | Achieving Greater Outcomes: Leading with Intention & Purpose |
| 10/2 | Professionalism & Personal Presence |
| 10/29 | Coaching for Performance |
| 11/19 | Strategic Management |
| 1/8/25 | Leading Community Collaboration |
| 1/22/25 | Learn, Lead & Serve |
| 2/13/25 | Creating a Great Workplace Culture |
| 3/4-3/6/25 | The Leadership Challenge |
| 3/27/25 | Accounting Fundamentals |
| 4/16/25 | Leading Change |
| 5/8/25 | Finance for Non-Financial Managers |
| 5/28/25 | Executive Effectiveness: Functioning at Your Full Capacity |
| 6/17/25 | Operations Management |
| 7/9/25 | Marketing Essentials |
| 7/23-7/24/25 | Business Simulation |

**AUGUST 2024**

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**FACTORS**

### Every leader has a unique path. Let us be your guide.

Identify the competency or skill you are looking to develop from the list below and find the programs that will address that skill. Program dates and descriptions are listed in detail throughout this document.

**Factor I: Thought**

**Balances Stakeholders**

* Accounting Fundamentals
* Finance for Non-Financial Managers
* Marketing Essentials

**Business Insight**

* Accounting Fundamentals
* Business Simulation
* Finance for Non-Financial Managers
* Marketing Essentials
* Operations Management
* Strategic Management

**Cultivate Innovation**

* Leading Change
* Strategic Management

**Customer Focus**

* Leading Change
* Marketing Essentials

**Decision Quality**

* Accounting Fundamentals
* Achieving Greater Outcomes:   
  Leading with Intention & Purpose
* Business Simulation
* Finance for Non-Financial Managers
* Operations Management

**Financial Acumen**

* Accounting Fundamentals
* Business Simulation
* Finance for Non-Financial Managers

**Manages Complexity**

* Achieving Greater Outcomes:   
  Leading with Intention & Purpose
* Leading Change
* Operations Management
* Strategic Management

**Strategic Mindset**

* Finance for Non-Financial Managers
* Strategic Management

### Factor II: Results

### Action Oriented

* Achieving Greater Outcomes:   
  Leading with Intention & Purpose
* Executive Effectiveness:   
  Functioning at Your Full Capacity

**Directs Work**

* Coaching for Performance

**Drives Results**

* Accounting Fundamentals
* Achieving Greater Outcomes:   
  Leading with Intention & Purpose
* ****Coaching for Performance
* Executive Effectiveness: Functioning at Your Full Capacity.

**Ensures Accountability**

* Achieving Greater Outcomes:   
  Leading with Intention & Purpose

**Optimizes Work Processes**

* Operations Management

**Plans & Aligns**

* Business Simulation
* Leading Change
* Strategic Management

**Resourcefulness**

* Business Simulation
* Leading Community Collaboration
* Learn, Lead & Serve
* Operations Management
* Professionalism & Personal Presence

### Factor III: People

### Builds Effective Teams

* Creating a Great Workplace Culture

**Builds Networks**

* Leading Community Collaboration
* Learn, Lead & Serve
* Leveraging Mentorship for Growth

**Collaborates**

* Creating a Great Workplace Culture
* Leading Community Collaboration
* Learn, Lead & Serve
* Leveraging Mentorship for Growth
* Orientation: Using Personality Type   
  & Styles to Foster Leadership

**Communicates Effectively**

* Coaching for Performance
* Marketing Essentials
* Orientation: Using Personality Type   
  & Styles to Foster Leadership

**Develops Talent**

* Coaching for Performance

**Drives Engagement**

* Creating a Great Workplace Culture
* The Leadership Challenge

#### Drives Vision & Purpose

* Creating a Great Workplace Culture
* The Leadership Challenge

**Interpersonal Savvy**

* Orientation: Using Personality Type   
  & Styles to Foster Leadership
* Professionalism & Personal Presence

#### Organizational Savvy

* Professionalism & Personal Presence

**Persuades**

* Marketing Essentials

**Situational Adaptability**

* Coaching for Performance

**Values Differences**

* Leading Community Collaboration
* Orientation: Using Personality Type & Styles to Foster Leadership

### Factor IV: Self

### Being Resilient

* Executive Effectiveness:   
  Functioning at Your Full Capacity
* Leading Change

**Courage**

* The Leadership Challenge

**Demonstrates Self-Awareness**

* Execute Effectiveness:   
  Functioning at Your Full Capacity
* Leading Community Collaboration
* Learn, Lead & Serve
* Leveraging Mentorship for Growth
* Orientation: Using Personality Type   
  & Styles to Foster Leadership
* Professionalism & Personal Presence
* The Leadership Challenge

#### Instills Trust

* Creating a Great Workplace Culture
* The Leadership Challenge

**Nimble Learning**

* Leveraging Mentorship for Growth

**Self-Development**

* Executive Effectiveness:   
  Functioning at Your Full Capacity
* Learn, Lead & Serve
* Leveraging Mentorship for Growth
* Professionalism & Personal Presence

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**PROGRAM DESCRIPTIONS**

**Orientation: Using Personality Type & Styles to Foster Leadership  
Jan. 17, 2024 | Aug. 7, 2024 9:00 A.M. – 4:00 P.M.**

This program introduces leaders to the Emerging Leader Program and lays the foundation for a year-long commitment to leadership development. The morning session features an overview of the program, including the program guidelines, curriculum, assessments, mentoring, and coaching. You will also spend the majority of the session learning about your personality type using the MBTI® Global Step II. The assessment is a tool to learn more about how you receive and direct energy, take in information, process information, and view the outside world. This information provides leaders with a better understanding of self, those you work with, how to work with others more effectively, and overall enhance who you are as a leader. Specifically, you will complete the MBTI® Global Step II™ assessment for the program and use the results as a foundation for better understanding the leader you are and want to become.

**This program will help leaders:**

* Comprehend the components of ”type" and hone leadership skills through a better understanding of one’s "type."
* Identify how personality type affects leadership behavior and communication style.
* Use "type" to enhance problem-solving skills.

***Competencies Addressed: Collaborates, Communicates Effectively, Demonstrates Self-Awareness, Interpersonal Savvy, Values Differences***

**Leveraging Mentorship for Growth**

**Jan. 31, 2024 | Aug. 29, 2024 9:00 A.M. – 12:00 P.M.**

This session offers critical training for both emerging leaders and mentors to help start the mentoring relationship on the right track. Emerging leaders and mentors attend this session together and leave with a better understanding of what formal mentoring truly entails. Mentors will also gain an overview of the Emerging Leader program and how they can provide the needed support over a 12-month period to assist in their mentee’s growth and development. Using a unique process that identifies and leverages preferred styles of mentoring, the session helps participants clearly define the unique mentoring relationship. Emerging leaders and mentors collaboratively outline the expectations and guidelines  
 for how to best work together during the next year to foster the development of both emerging leaders and mentors.

**This program will help leaders:**

* Gain knowledge and self-awareness to navigate a successful formal mentoring relationship.
* Assess preferred coaching styles of both mentor and protégé.
* Work on a real-life challenge or opportunity where goals are established, and tactics are developed.

***Competencies Addressed: Builds Networks, Collaborates, Demonstrates Self-Awareness, Nimble Learning, Self-Development***

**Achieving Greater Outcomes: Leading with Intention & Purpose**

**Feb. 22, 2024 | Sept. 18, 2024 9:00 A.M. – 4:00 P.M.**

As leaders, we experience many Events each day in which we would like a certain Outcome. However, the Outcome for any Event is not usually set in stone. So, what causes some leaders to excel in these Events and what causes others to flounder? Quite simply, it is the leader’s Response. Yes, the key to producing better outcomes is not the events or situations you encounter but how you choose to respond. It’s called the R-Factor. This program will provide you the foundation and mechanics to step up to the challenges leaders face in their organization and in their life to identify the Response required in order to achieve improved Outcomes.

**This program will help leaders:**

* Understand and utilize an intentional and purposeful framework, E+R=O, to positively impact results.
* Learn and apply six disciplines to your professional and personal life to better influence outcomes.
* Develop and implement a 30-day action plan to assist you in becoming a better leader.

***Competencies Addressed: Action Oriented, Decision Quality, Drives Results, Ensures Accountability, Manages Complexity***

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**Professionalism & Personal Presence**

**March 20, 2024 | Oct. 2, 2024 9:00 A.M. – 4:30 P.M.**

By learning and exhibiting key indicators of professionalism and executive presence, you can instill more trust and value in the minds of others, including those you work with internally along with current and prospective clients. This will drive higher performance in the current position while setting you up for future positive growth. This program addresses how to build executive presence and professionalism through everyday actions. You examine your personal brand and discover how your brand influences their executive presence. Attendees will also learn from an etiquette expert through a lunch dining program and how appropriate etiquette can add to one’s personal brand. You walk away with strategies to elevate your professionalism and executive presence in your day to day work and understand how doing so increases the level of trust and confidence that others have in you and your leadership, thus leading to higher performance.

**This program will help leaders:**

* Uncover or reaffirm personal brand and develop a mantra to elevate day to day effectiveness and personal presence.
* Learn the definition and components of executive presence by reviewing examples and determining which areas of personal presence the participant would like to improve within their authentic leadership presence.
* Participate and learn key aspects of dining etiquette that can help build a personal brand versus detract from it.

***Competencies Addressed: Demonstrates Self-Awareness, Interpersonal Savvy, Organizational Savvy, Resourcefulness, Self-Development***

**Coaching For Performance**

**April 11, 2024 | Oct. 29, 2024 9:00 A.M. – 4:00 P.M.**

Success in today’s business environment is dependent on having an engaged workforce. Leaders are responsible for creating an environment in which employees choose to take ownership for using their strengths to contribute to the success of the organization. One of the most critical skills necessary for leadership success is coaching. By leveraging a coaching style when appropriate, leaders can develop a team that is engaged, accountable, and able to solve problems independently.

**This program will help leaders:**

* Identify the most critical skills to being an effective coach.
* Use an analysis tool to identify the root cause of a situation.
* Demonstrate the coaching process in a performance and developmental coaching situation.

***Competencies Addressed: Communicates Effectively, Develops Talent, Directs Work, Drives Results, Situational Adaptability***

**Strategic Management**

**April 30, 2024 | Nov. 19, 2024 9:00 A.M. – 4:00 P.M.**

In today’s rapidly changing and uncertain environment, business leaders must be proactive, anticipate the unexpected, and continually monitor their firm’s environment and refine strategy in order to build and sustain a competitive advantage. This one-day program enables emerging leaders to explore basic strategic management concepts and tools within   
which organizations and individuals must make strategic choices and deliver results. You will learn how to analyze your environment and identify external opportunities and threats, internal strengths, weaknesses, capabilities, and core competencies and then recommend strategic initiatives to address strategy-related challenges. You will sharpen your critical thinking and decision-making skills by applying the concepts and analytical strategy tools to a public corporation and then start applying some of these to your own organization.

**This program will help leaders:**

* Understand the basics of the strategic management framework and the different levels and types of strategies.
* Learn basic analytical strategy tools to conduct external and internal analysis, including the broad business environment, industry attractiveness, and assessing internal strengths, weaknesses, and core competencies.
* Learn how to formulate strategic recommendations in light of realities in the business environment to strengthen competitive position.

***Competencies Addressed: Business Insight, Cultivates Innovation, Manages Complexity, Plans and Aligns, Strategic Mindset***

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**Leading Community Collaboration**

**May 14, 2024 | Jan. 8, 2025 9:00 A.M. – 4:00 P.M.**

This program enables leaders to gain an understanding on the plight of a segment of our society that live in poverty   
along with how leaders can use their talents and experiences to serve in their local communities. The morning session incorporates the Cost of Poverty Simulation where leaders live in poverty and have to make difficult decisions based on limited resources. The afternoon session explores principles and practices for effective community leadership including reviewing personal values and how these values can be used and expressed to benefit the local community.

**This program will help leaders:**

* Engage in an interactive poverty simulation to assist in understanding the challenges and decision points for a segment of our population.
* Explore the principles and practices for effective community leadership.
* Learn about and choose a project for the Learn, Lead, and Serve Program.

***Competencies Addressed: Builds Networks, Collaborates, Demonstrates Self-Awareness, Resourcefulness, Values Differences***

**Learn, Lead & Serve**

**June 12, 2024 | Jan. 22, 2025 9:00 A.M. – 4:00 P.M.**

A leader’s responsibility to make a difference extends beyond his or her professional life and into the community. This program will explore opportunities for you to demonstrate your ability to lead in the community. Emerging leaders will spend the morning brainstorming on challenges and obstacles with a local social service organization. The afternoon session will entail teams debriefing on their morning experience.

**This program will help leaders:**

* Meet with a local Dayton region organization and learn about their mission, opportunities, and challenges moving forward.
* Develop strategic and tactical ideas that address the opportunities and challenges of the respective organization.
* Debrief with other teams to enhance tactical ideas and knowledge of social service organizations in our community.

***Competencies Addressed: Builds Networks, Collaborates, Demonstrates Self-Awareness, Resourcefulness, Self-Development***

**Creating a Great Workplace Culture**

**June 26, 2024 | Feb. 13, 2025 9:00 A.M. – 4:00 P.M.**

It's no secret that employees who are respected, trusted, challenged, appreciated and inspired perform at a higher level and are more likely to stay at an organization. But research shows that nearly 80% of employees are denied one or more of these workplace experiences and thus are disengaged, resulting in low productivity and high turnover. Organizations are scrambling to figure out how to solve this dilemma. The solution is a culture of trust. A high-trust workplace culture accelerates individual, team and organizational performance and can have lasting positive impacts on an organization.   
In fact, organizations that are recognized as a "great workplace" outperform their peers both financially and with recruiting top talent. This program provides a practical model for creating a culture of trust, regardless of one's role or level of authority. The model recognizes that a "great workplace" is one in which employees trust the people they work for, take pride in their contributions and enjoy the people they work with. Creating a great workplace culture will lead to lower turnover, higher employee loyalty, optimal productivity and, just as important, a more fulfilling workplace experience for managers and employees alike.

**This program will help leaders:**

* Understand how employees experience trust in the workplace, and its implications.
* Understand a framework for creating a high-trust workplace culture in order to develop a competitive business advantage.
* Understand the key role leaders play in creating a great workplace and analyze the effectiveness of current management practices.

***Competencies Addressed: Builds Effective Teams, Collaborates, Drives Engagement, Drives Vision & Purpose, Instills Trust***

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**The Leadership Challenge**

**July 16-18, 2024 | March 4-6, 2025 9:00 A.M. – 4:00 P.M.**

Today’s most successful organizations are creatively adapting to change by encouraging leadership at every level  
of the organization. This program is based on the award-winning book The Leadership Challenge and the acclaimed management workshop based on its research. Leaders gain confidence and skill to increase their use of leadership practices on the job. A 360 assessment is incorporated into the session to enable you to evaluate how frequently you   
are currently displaying the behaviors that make up “The Five Practices of Exemplary Leadership©.”

**This program will help leaders:**

* Recognize how leadership is key to the ability to succeed in challenging situations.
* Identify leadership strengths and areas for improvement.
* Understand and implement the five practices of exemplary leadership on the job: Model the Way, Inspire a Shared Vision, Challenge the Process, Enable others to Act and Encourage the Heart.

***Competencies Addressed: Courage, Demonstrates Self-Awareness, Drives Engagement, Drives Vision & Purpose, Instills Trust***

**Accounting Fundamentals**

**Aug. 20, 2024 | March 27, 2025 9:00 A.M. – 4:00 P.M.**

Leaders will learn how to understand a firm’s financial statements, including how each of these statements is prepared in accordance with generally accepted accounting principles and how these statements provide crucial information about the firm. This basic understanding will also help leaders measure financial performance, critically assess information, and make more effective business decisions. Finally, this information will enable the participant to better represent themselves, their teams, or their organizations when decisions are being made based on accounting data.

**This program will help leaders:**

* Become familiar with the key financial statements, including the Balance Sheet and Income Statement.
* Understand the difference of Managerial and Financial Accounting, including cost behavior along with variable and fixed accounting within Generally Accepted Accounting Principles (GAAP).
* Learn the role of breakeven analysis, contribution margin along with budgets and variances when comparing actuals to budgets.

***Competencies Addressed: Balances Stakeholders, Business Insight, Decision Quality, Drives Results, Financial Acumen***

**Leading Change**

**Sept. 4, 2024 | April 16, 2025 9:00 A.M. – 4:00 P.M.**

This program will provide leaders with a comprehensive overview of organizational change management. Topics include the change curve, change lifecycle, change methodologies, and change management activities. Leaders will leave this workshop with a better understanding of how to utilize data to successfully drive change initiatives.

**This program will help leaders:**

* Explain how change initiatives impact people and organizations.
* Understand the change lifecycle and various change methodologies.
* Utilize a change management toolkit to lead change within an organization.

***Competencies Addressed: Being Resilient, Cultivates Innovation, Customer Focus, Manages Complexity, Plans & Aligns***

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**Finance for Non-Financial Managers**

**Sept. 26, 2024 | May 8, 2025 9:00 A.M. – 4:00 P.M.**

Using a case-study approach, this session focuses on understanding key financial indicators and gives insight into both the causes and the consequences of weak financial performance. Having an understanding of these concepts will allow the leader to be better prepared to lead your organization from a financial perspective. Leaders leave with a heightened understanding of the financial environment, measures of financial health, and financial decision-making models, and they will derive a greater awareness of the various stakeholder relationships that are at issue in organizations.

**This program will help leaders:**

* Become familiar with the fundamental concepts of corporate finance and financial management.
* Interpret and use financial statements and financial ratios.
* Understand the impact of value drivers on a firm’s valuation.

***Competencies Addressed: Balances Stakeholders, Business Insight, Decision Quality, Financial Acumen, Strategic Mindset***

**Executive Effectiveness: Functioning at Your Full Capacity**

**Oct. 16, 2024 | May 28, 2025 9:00 A.M. – 4:00 P.M.**

In many organizations, assuming a formal leadership role increases professional demand in a way that makes it difficult   
to prioritize personal well-being and maintain balance. There is pressure to do more and be plugged in 24/7. The research is clear that individual well-being, work performance and organizational outcomes suffer in the long term when leaders don’t develop or maintain a foundation of physical, emotional, and mental well-being. This rich, interactive, and inspiring workshop helps existing or rising leaders understand that self-care is not a luxury but rather an absolute necessity for showing up as the best leader they can be and for maintaining high performance without burnout. It offers new insights that help leaders re-contextualize their own well-being as an essential business imperative and provides realistic strategies for improving physical, emotional and mental well-being. It also offers opportunities for leaders to consider  
 how they can lead teams where well-being is the norm and support their employees in better caring for themselves.

**This program will help leaders:**

* Understand the connection between personal self-care, work performance, and your impact on culture.
* Gain clarity on individual purpose and values as drivers for your daily choices regarding self-care and leading your team.
* Learn and practice strategies that impact your physical, emotional, and mental health.

***Competencies Addressed: Action Oriented, Being Resilient, Demonstrates Self-Awareness, Drives Results, Self-Development***

**Operations Management**

**Oct. 31, 2024 | June 17, 2025 9:00 A.M. – 4:00 P.M.**

Operations Management encompasses functional roles and competencies critical to designing the right products and services and designing, managing, and improving the business processes and supply chain to efficiently and effectively serve customers. The workshop focuses on the strategies and techniques of business processes and supply chain management for ensuring superior operational and overall business performance. Topics include operations and business processes and improvement approaches along with tools that extend from single-organization operations to supply chain management. Leaders will leave this program with a better understanding and appreciation of operations management. The impact that operations have on an organization can be tremendous. Therefore, understanding how it works plays an important role in leading effective organizations.

**This program will help leaders:**

* Understand commonly used operations tools and processes.
* Recognize how operations helps bring products and services to customers.
* Appreciate how operations tools and processes make us more efficient and reduce our cost structures.

***Competencies Addressed: Business Insight, Decision Quality, Manages Complexity, Optimizes Work Processes, Resourcefulness***

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**Marketing Essentials**

**Nov. 21, 2024 | July 9, 2025 9:00 A.M. – 4:00 P.M.**

This program highlights the essential elements of successful marketing strategies and the critical issues facing marketing leaders today. Using small group discussion, participants conduct market and customer analyses of an organization   
to identify competitive advantages and generate ideas to increase sales and profits. Participants will learn customer segmentation, brand positioning, the marketing mix, marketing channels, the marketing funnel, customer experience,   
and leveraging digital and social media. Additionally, they will explore potential strategies and discuss how to apply key learnings and frameworks to participant organizations to drive positive ROI.

**This program will help leaders:**

* Understand the market positioning of a firm and the relationship of marketing with other functional areas of the organization.
* Apply basic marketing strategies and decision models.
* Learn about the marketing funnel, including awareness, consideration, conversion, and retention of loyal customers to drive growth for organizations.

***Competencies Addressed: Balances Stakeholders, Business Insight, Communicates Effectively, Customer Focus, Persuades***

**Business Simulation**

**Dec. 4-5, 2024 | July 23-24, 2025 9:00 A.M. – 4:00 P.M.**

This program will test your leadership skills and allow you to integrate leadership, strategic, financial, and operational perspectives you have learned throughout the Emerging Leader program. During this business simulation, teams of participants fiercely compete to plan and implement an organization’s operations over several years. The goal of the competition is to balance short-term profit with long-term value creation. Participants must make fast-paced decisions about planning for optimal capacity utilization, developing and deploying employees, satisfying customers and ensuring delivery, all while maintaining financial metrics of cash flow, brand equity, profitability and solvency. Each team functions as a knowledge-service company and works to develop a competitive advantage by finding ways to attract and retain   
the right employees and customer contracts. Success is driven by building know-how and creating sustained profits.   
While the simulation uses a business setting, many of the concepts explored directly relate to non-profit, educational,   
and government entities as well. The winning team is the one that leverages all its resources to create the most value. Debriefing activities after the simulation explore how to apply learnings and insights to your real-life work challenges.

**This program will help leaders:**

* Run a business from a management or executive perspective.
* Develop an understanding of business finance and KPI’s as well as the link between corporate strategy and talent management.
* Integrate the various business and leadership skills learned throughout the Emerging Leader program while working cooperatively in a team environment.

***Competencies Addressed: Business Insight, Decision Quality, Financial Acumen, Plans & Aligns, Resourcefulness***

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