

# EMERGING LEADER CERTIFICATE



University of Dayton  
**Center for  
Leadership**

# CALENDAR 2020

## JANUARY 2020

1/23 Orientation: Using Personality Type & Styles to Foster Leadership

2/05 AM: Maximizing Your Potential at Work  
PM: Mentor Training

2/26 Executive Communication: The Art of Leadership Communication

3/17 Executive Communication: Building Business Etiquette

4/8 Leading Community Collaboration

4/30 Coaching For Performance

5/20 Creating a Great Workplace Culture

6/18 Learn, Lead & Serve

7/8 Executive Effectiveness: Key Strategies for Increasing Engagement

7/28-30 The Leadership Challenge

8/19 Leading Change

9/15 Accounting Fundamentals: Finance for Non-Financial Managers I

9/30 Finance for Non-Financial Managers II

10/14 Marketing Essentials

11/5 Operations Management

11/19 Strategic Management

12/9-10 Business Simulation

## AUGUST 2020

8/13 Orientation: Using Personality Type & Styles to Foster Leadership

9/10 AM: Maximizing Your Potential at Work  
PM: Mentor Training

10/6 Executive Communication: The Art of Leadership Communication

10/15 Executive Communication: Building Business Etiquette

11/12 Leading Community Collaboration

12/2 Coaching for Performance

1/7 Creating a Great Workplace Culture

1/27 Learn, Lead, & Serve

2/17 Executive Effectiveness: Key Strategies for Increasing Engagement

3/9-11 The Leadership Challenge

4/8 Leading Change

4/29 Accounting Fundamentals: Finance for Non-Financial Managers I

5/12 Finance for Non-Financial Managers II

6/9 Strategic Management

6/22 Operations Management

7/15 Marketing Essentials

7/28-29 Business Simulation



# 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**

### **Business Insight**

- Accounting Fundamentals: Finance for Non-Financial Managers I
- Business Simulation
- Finance for Non-Financial Managers II
- Marketing Essentials
- Operations Management
- Strategic Management

### **Customer Focus**

- Learn, Lead & Serve
- Marketing Essentials

### **Financial Acumen**

- Accounting Fundamentals: Finance for Non-Financial Managers I
- Business Simulation
- Finance for Non-Financial Managers II

### **Manages Complexity**

- Leading Change
- Operations Management
- Strategic Management

### **Decision Quality**

- Accounting Fundamentals: Finance for Non-Financial Managers I
- Business Simulation
- Finance for Non-Financial Managers II
- Operations Management

### **Balances Stakeholders**

- Accounting Fundamentals: Finance for Non-Financial Managers I
- Finance for Non-Financial Managers II
- Leading Change
- Marketing Essentials

### **Cultivate Innovation**

- Strategic Management

### **Strategic Mindset**

- Finance for Non-Financial Managers II
- Strategic Management

## **FACTOR II: RESULTS**

### **Resourcefulness**

- Business Simulation
- Leading Community Collaboration
- Learn, Lead & Serve
- Operations Management

### **Directs Work**

- Coaching for Performance

### **Plans & Aligns**

- Business Simulation
- Leading Change
- Strategic Management

### **Optimizes Work Processes**

- Learn, Lead & Serve
- Operations Management
- Maximizing Your Potential at Work

### **Ensures Accountability**

- Leading Change

### **Drives Results**

- Coaching for Performance
- Executive Communication I: The Art of Leadership Communication
- Executive Effectiveness: Key Strategies for Increasing Engagement
- Maximizing Your Potential at Work

## **FACTOR III: PEOPLE**

### **Collaborates**

- Coaching for Performance
- Creating a Great Workplace Culture
- Leading Community Collaboration
- The Leadership Challenge

### **Manages Conflict**

- Executive Communication I: The Art of Leadership Communication

### **Interpersonal Savvy**

- Executive Communication II: Building Business Etiquette
- Mentor Training
- Orientation: Using Personality Type & Styles to Foster Leadership

### **Builds Network**

- Executive Communication II: Building Business Etiquette
- Leading Community Collaboration
- Learn, Lead & Serve
- Mentor Training



**Develops Talent**

- Coaching for Performance

**Values Differences**

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

**Builds Effective Teams**

- Creating a Great Workplace Culture

**Communicates Effectively**

- Coaching for Performance
- Creating a Great Workplace Culture
- Executive Communication II: Building Business Etiquette
- Executive Communication I: The Art of Leadership Communication
- Orientation: Using Personality Type and Styles to Foster Leadership

**Drives Engagement**

- Creating a Great Workplace Culture
- Executive Communication I: The Art of Leadership Communication
- Mentor Training
- The Leadership Challenge

**Organizational Savvy**

- Leading Community Collaboration
- Learn, Lead and Serve

**Persuades**

- Executive Communication I: The Art of Leadership Communication

**Drives Vision & Purpose**

- The Leadership Challenge

**FACTOR IV: SELF****Courage**

- The Leadership Challenge

**Instills Trust**

- Creating a Great Workplace Culture

**Demonstrates Self-Awareness**

- Executive Effectiveness: Key Strategies for Increasing Engagement
- Mentor Training
- Orientation: Using Personality Type & Styles to Foster Leadership
- The Leadership Challenge

**Self-Development**

- Executive Communication I: The Art of Leadership Communication
- Executive Communication II: Building Business Etiquette
- Executive Effectiveness: Key Strategies for Increasing Engagement
- Mentor Training
- Orientation: Using Personality Type and Styles to Foster Leadership

**Being Resilient**

- Executive Effectiveness: Key Strategies for Increasing Engagement
- Leading Change





# CLASS DESCRIPTIONS



## **ORIENTATION: USING PERSONALITY TYPE & STYLES TO FOSTER LEADERSHIP**

**Jan. 23, 2020 | Aug. 13, 2020 8:30 A.M.–4:30 P.M.**

This program introduces participants to the Emerging Leader Program and lays the foundation for a yearlong commitment to leadership development. The morning session features an overview of the Emerging Leader Program, including the program guidelines, curriculum, assessments, mentoring and coaching. Leaders will also spend time learning about their personality types to have a solid understanding of who they are as leaders.

### **This program will help leaders:**

- Assess their preferred personality type and identify their strengths and pitfalls.
- Learn how to interact more effectively with people of different personality types.
- Increase leadership effectiveness by understanding how personality style affects leadership behavior.

*Competencies addressed: Communicates Effectively, Demonstrates Self-Awareness, Interpersonal Savvy, Self-Development, Values Differences*

## **MAXIMIZING YOUR POTENTIAL AT WORK**

**Feb. 5, 2020 | Sept. 10, 2020 8:30 A.M.–12:00 P.M.**

Emerging Leaders will learn to maximize their potential at work using an individual improvement system that will lead them to continuously improve the skills and processes that impact daily work. During this session, they will learn the three-step process for continuous improvement where they will learn how to create measurable goals, analyze their strengths and weaknesses and implement fifty micro-improvements. Emerging Leaders and their managers attend this session together and collaboratively create a road-map for success by establishing goals connected directly to their organizations and/or departments strategic plan.

### **This program will help leaders:**

- Provide the basic knowledge and skills to implement the MaxPT System.
- Learn how to create and achieve goals that will improve yourself and your organization.
- Learn how to implement up to fifty micro-improvements in one year.

*Competencies addressed: Builds Network, Drives Engagement, Demonstrates Self-Awareness, Interpersonal Savvy, Self-Development, Optimizes Work Process, Drive Results*

## **MENTOR TRAINING**

**Feb. 5, 2020 | Sept. 10, 2020 1:00 P.M.–4:30 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 their mentors attend this session together and leave with a better understanding of what formal mentoring truly entails. Using a unique process that identifies and leverages preferred styles of mentoring, we help you clearly define your 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:**

- Recognize the differences between formal and informal mentoring.
- Assess their preferred mentoring styles and the styles of your partner.
- Understand and practice four different styles of mentoring and their uses.

*Competencies addressed: Builds Network, Drives Engagement, Demonstrates Self-Awareness, Interpersonal Savvy, Self-Development*



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## **EXECUTIVE COMMUNICATION I: THE ART OF LEADERSHIP COMMUNICATION**

**Feb. 26, 2020 | Oct. 6, 2020 8:30 A.M.–4:30 P.M.**

How leaders handle communication issues greatly impacts their success. This program will help participants learn to use the leverage system of communication to lead more effectively. They will discover how a clear message can overcome common communication resistances as an authentic leader effectively using the three channels of communication.

### **This program will help leaders:**

- Improve their overall communication effectiveness when working with employees, peers and supervisors.
- Overcome the most common and difficult resistances to communication.
- Increase their ability to influence action by use of a three-channel communication methodology for critical or difficult messaging.

*Competencies addressed: Communicates Effectively, Drives Engagement, Drive Results, Manages Conflict, Persuades, Self-Development*

## **EXECUTIVE COMMUNICATION II: BUILDING BUSINESS ETIQUETTE**

**March 17, 2020 | Oct. 15, 2020 8:30 A.M.–2:00 P.M.**

This program is packed full of the most up-to-date business trends as they pertain to making a difference in emerging leaders' careers: image, communication, dress and etiquette. Participants will learn about the importance of communication, how image influences perception, nonverbal communication, business technology and professional dining.

### **This program will help leaders:**

- Discover the power of first impressions—and learn how to make a positive, lasting one.
- Understand nonverbal communication and how to modify body language to send their message with confidence, conviction and professionalism.
- Apply tips for gaining a competitive edge during business meals and making entertaining customers and colleagues a natural part of the relationship.

*Competencies addressed: Builds Network, Communicates Effectively, Interpersonal Savvy, Self-Development*

## **LEADING COMMUNITY COLLABORATION**

**April 8, 2020 | Nov. 12, 2020 8:30 A.M.–4:30 P.M.**

The morning kicks off with a poverty simulation allowing you to gain a glimpse into the lives and families living in our community followed by an extensive debrief. The afternoon part of the session will explore principles and practices for effective community leadership. The workshop will have participants analyze how leadership skills from the three types of organizations (nonprofit, for profit and government) can be blended to create a community leadership style. The session will conclude with practical steps emerging leaders can take to implement these changes.

### **This program will help leaders:**

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

*Competencies addressed: Builds Network, Collaborates, Organizational Savvy, Resourcefulness, Values Differences*

## **COACHING FOR PERFORMANCE**

**April 30, 2020 | Dec. 2, 2020 8:30 A.M.–4:30 P.M.**

Success in today's business environment depends on having an engaged workforce. This program is designed to prepare leaders to effectively utilize a coaching approach to leadership. Leaders will gain an appreciation for the importance of coaching, learn four key coaching skills, and have an opportunity to apply them in both a developmental and performance coaching scenario.

### **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: Collaborates, Communicate Effectively, Develops Talent, Directs Work, Drives Results*



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## **CREATING A GREAT WORKPLACE CULTURE**

**May 20, 2020 | Jan. 7, 2021 8:30 A.M.–4:30 P.M.**

Many leaders are intrigued by the creative, productive workplace environments at companies such as Google, Microsoft, and FedEx, yet struggle with how to get there. In this program, participants will learn about the concept of a great workplace; one where employees trust the people they work for, take pride in what they do and enjoy the people they work with.

### **This program will help leaders:**

- Understand the key dimensions of creating a great place to work to develop a competitive business advantage.
- Identify techniques to build trust, pride and camaraderie deliberately and consistently throughout an organization.
- Understand the key roles leaders have in creating a great workplace and analyze the effectiveness of current management practices.

*Competencies addressed: Builds Effective Teams, Collaborates, Communicate Effectively, Drives Engagement, Instills Trust*

## **LEARN, LEAD & SERVE**

**June 18, 2020 | Jan. 27, 2021 8:30 A.M.–4:30 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 leaders to demonstrate their ability to lead in the community. Emerging leaders will spend one day not only putting their newly honed leadership skills to work, but also serving the Dayton community and making a difference.

### **This program will help leaders:**

- Better understand the similarities and differences between leading professionally and in the community.
- Explore their personal commitment to leadership and community service and evaluate their importance.
- Put leadership skills to work while making a difference in the community.

*Competencies addressed: Builds Network, Customer Focus, Organizational Savvy, Optimizes Work Processes, Resourcefulness*

## **EXECUTIVE EFFECTIVENESS: KEY STRATEGIES FOR INCREASING ENGAGEMENT**

**July 8, 2020 | Feb. 17, 2021 8:30 A.M.–4:30 P.M.**

To increase their capacity for performing under pressure, leaders must train strategically to improve their ability to expand and recover energy more effectively and efficiently. This interactive program will help leaders outline a plan to manage their energy, increase their productivity and maximize performance in the areas where it matters most.

### **This program will help leaders:**

- Understand the four dimensions of energy
- Engage in practical application of tools and techniques in each energy dimension
- Identify a 90-day mission and develop rituals to support action

*Competencies addressed: Being Resilient, Demonstrates Self-Awareness, Drives Results, Self-Development*

## **THE LEADERSHIP CHALLENGE**

**July 28–30, 2020 | March 9–11, 2021 8:30 A.M.–4:30 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. Participants gain confidence and skills to increase their use of the five practices of Exemplary Leadership on the job.

### **This program will help leaders:**

- Recognize how leadership is key to their ability to succeed in challenging situations.
- Identify their 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: Collaborates, Courage, Demonstrates Self-Awareness, Drives Engagement, Drive Vision & Purpose*



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## **LEADING CHANGE**

**August 19, 2020 | April 8, 2021**

**8:30 A.M.–4:30 P.M.**

As a leader, you are responsible for successfully leading yourself and your team through organizational change, and for helping your direct reports further develop their change adaptation capabilities. This program will deepen your skills in three areas: personally adapting to change, leading others through change, and building/increasing change adaptation competence. By the end of this session, participants will have a greater understanding of the human dynamics that inhibit—or contribute to—effectively adapting to, and leading organizational change.

### **This program will help leaders:**

- Understand the primary keys to being consciously change resilient.
- Deepen awareness of effective change leadership tactics.
- Learn how to manage the change process more effectively.

*Competencies addressed: Balances Stakeholders, Being Resilient, Ensures Accountability, Manages Complexity, Plans & Aligns*

## **ACCOUNTING FUNDAMENTALS: FINANCE FOR NON-FINANCIAL MANAGERS I**

**Sept. 15, 2020 | April 29, 2021 8:30 A.M.–2:00 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, leaders will leave this session feeling more prepared to explore the financial concepts presented in the Finance for Non-Financial Managers II program.

### **This program will help leaders:**

- Understand key accounting concepts.
- Read and interpret key financial statements.
- Understand financial implications of business decisions.

*Competencies addressed: Balances Stakeholders, Business Insights, Decision Quality, Financial Acumen*

## **FINANCE FOR NON-FINANCIAL MANAGERS II**

**Sept. 30, 2020 | May 12, 2021 8:30 A.M.–4:30 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 you to be better prepared to lead your organization from a financial perspective. Participants leave with a heightened understanding of the financial environment, measures of financial health and 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*

## **MARKETING ESSENTIALS**

**Oct. 14, 2020 | July 15, 2021 8:30 A.M.–4:30 P.M.**

This program highlights the essential elements of successful marketing strategies, so that leaders can leverage marketing to achieve a competitive advantage. Using small group discussion, participants conduct market and customer analyses of an organization to identify competitive advantages and core competencies and generate ideas to increase sales and profits. Participants will learn to analyze markets, competitors, environments and customers. Additionally, they will explore potential strategies to capitalize on an organization's strategic assets and take advantage of competitive opportunities.

### **This program will help leaders:**

- Understand the meaning of a market orientation and the relationship of marketing with other functional areas of the firm.
- Apply basic marketing strategies and decision models.
- Learn about the basic marketing mix elements and how tactical decisions regarding these elements relate to marketing strategy.

*Competencies addressed: Balances Stakeholders, Business Insight, Customer Focus*



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## **OPERATIONS MANAGEMENT**

**Nov. 5, 2020 | June 22, 2021 8:30 A.M.–4:30 P.M.**

This workshop focuses on the strategies and techniques of business processes and supply chain management for ensuring superior operational and overall performance. Topics include operations and business processes, improvement approaches and tools, extending 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, so understanding how it works plays an important role in leading.

### **This program will help leaders:**

- Understand the implications of operations strategies for the design of products and services, and for the design and management of business processes in creating these products.
- Recognize the business process perspective of operations design and improvement.
- Appreciate the utility of operations and business process planning and improvement competencies for superior overall business performance.

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

## **STRATEGIC MANAGEMENT**

**Nov. 19, 2020 | June 9, 2021 8:30 A.M.–4:30 P.M.**

In today's rapidly changing business environment, business leaders must be proactive, anticipate the unexpected and continually refine their firm's strategy in order to remain successful. This session is designed to give emerging leaders the analysis tools and thought processes needed to help an organization achieve profitable, sustainable growth. Attendees complete a case analysis, which serves as a basis for discussion. Participants learn to identify key industry success factors, determine a firm's core competencies and build strategic business processes that foster top-line growth for bottom-line results.

### **This program will help leaders:**

- Understand how firms/organizations develop strategies (mission, vision, values) and when various strategies are appropriate.
- Understand the resource-based view of the firm and identify the four criteria (VRIO framework) that a firm's resources must possess to maintain a sustainable advantage.
- Understand the impact of external forces, including the PESTEL model, industry dynamics and strategic groups.

*Competencies addressed: Business Insight, Cultivate Innovation, Manages Complexity, Plans and Aligns, Strategic Mindset*

## **BUSINESS SIMULATION**

**Dec. 9–10, 2020 | July 28–29, 2021 8:30 A.M.–4:30 P.M.**

During this business simulation, participants work in teams to plan and implement company operations on an annual basis. Each team functions as a knowledge service organization and competes with other teams for knowledge, workers and customers. All companies start out on equal terms and are able at all times to observe the consequences of each other's decisions. At the end of each "year," participants calculate the financial performance of the organization, as well as their alignment between levels of manpower and customer projects. This program will test your business skills and put into application what you have learned in the emerging leader program to date.

### **This program will help leaders:**

- "Run an organization" from a management or executive perspective.
- Integrate the various business and leadership skills learned throughout the emerging leader program.
- Lead and work cooperatively in a team environment.

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

