

EMERGING LEADER CERTIFICATE

JANUARY, AUGUST 2023



University of Dayton
Center for
Leadership



JANUARY 2023

Date	Program
1/10	Orientation: Using Personality Type and Styles to Foster Leadership
2/1	Leveraging Mentorship for Growth
3/8	Professionalism and Executive Presence
3/22	Achieving Greater Outcomes: Leading with Intention and Purpose
4/13	Coaching For Performance
5/2	Creating a Great Workplace Culture
5/24	Leading Community Collaboration
6/14	Learn, Lead, & Serve
6/29	Executive Effectiveness: Functioning at Your Full Capacity
7/18-7/20	The Leadership Challenge
8/17	Leading Change
9/5	Accounting Fundamentals
9/28	Finance for Non-Financial Managers
10/17	Marketing Essentials
11/2	Operations Management
11/15	Strategic Management
12/5-12/6	Business Simulation

AUGUST 2023

Date	Program
8/9	Orientation: Using Personality Type and Styles to Foster Leadership
8/31	Leveraging Mentorship for Growth
9/20	Achieving Greater Outcomes: Leading with Intention & Purpose
10/11	Creating a Great Workplace Culture
10/31	Professionalism and Executive Presence
11/30	Coaching for Performance
1/10/24	Leading Community Collaboration
1/24/24	Learn, Lead, & Serve
2/13/24	Executive Effectiveness: Functioning at Your Full Capacity
3/5-3/7/24	The Leadership Challenge
3/28/24	Strategic Management
4/16/24	Accounting Fundamentals
5/9/24	Marketing Essentials
5/29/24	Finance for Non-Financial Managers
6/18/24	Operations Management
7/10/24	Leading Change
7/24-7/25/24	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

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
- Execute 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 and 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
- Leveraging Mentorship for Growth
- Orientation: Using Personality Type and Styles to Foster Leadership

Communicates Effectively

- Coaching for Performance
- Marketing Essentials
- Orientation: Using Personality Type and 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 and Personal Presence

Organizational Savvy

- Professionalism and 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

- Executive Effectiveness: Functioning at your Full Capacity
- Leading Community Collaboration
- Leveraging Mentorship for Growth
- Orientation: Using Personality Type and Styles to Foster Leadership
- Professionalism and 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
- Leveraging Mentorship for Growth
- Leading Community Collaboration
- Professionalism and Personal Presence



PROGRAM DESCRIPTIONS

Orientation: Using Personality Type and Styles to Foster Leadership

Jan. 10, 2023 | Aug. 9, 2023

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. Leaders will spend the majority of the session learning about their personality types using the Myers-Briggs Type Indicator® (MBTI). The MBTI® assessment is a tool to learn more about how a participant receives and directs energy, takes in information, processes information, and views the outside world. This information provides leaders a better understanding of self, those they work with, how to work with others more effectively, and overall enhance who they are as leaders. Specifically, leaders will complete the MBTI® Global Step II™ assessment for the program and use the results as a foundation for better understanding the leader they 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 participant’s “type” to enhance problem-solving skills.

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

Leveraging Mentorship for Growth

Feb. 1, 2023 | Aug. 31, 2023

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 their 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 mentoring styles of both mentor and protégé.
- Understand the four different styles of mentoring and their uses.

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

Achieving Greater Outcomes: Leading with Intention & Purpose

Mar. 22, 2023 | Sept. 20, 2023

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 one encounters, but how one chooses to respond. It’s called the R-Factor. This program will provide 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 into 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: *Action Oriented, Decision Quality, Drives Results, Ensures Accountability, Manages Complexity*



Professionalism and Executive Presence

Mar. 8, 2023 | Oct. 31, 2023

9:00 A.M. – 4:30 P.M.

By learning and exhibiting key indicators of professionalism and executive presence, participants can instill more trust and value in the minds of others, including those they work with internally along with current and prospective clients. This will drive higher performance in the current position while setting up the participant for future positive growth. This program addresses how to build executive presence and professionalism through everyday actions. Participants examine their personal brands and discover how their brands influence 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. Participants walk away with strategies to elevate their professionalism and executive presence in their day to day work and understand how doing so increases the level of trust and confidence that others have in them and their leadership, thus leading to higher performance.

This program will help leaders:

- Uncover or reaffirm personal brand and develop a mantra to use 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: *Communicates Effectively, Demonstrates Self-Awareness, Interpersonal Savvy, Organizational Savvy, Resourcefulness, Self Development,*

Coaching For Performance

Apr. 13, 2023 | Nov. 30, 2023

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 performance situation.
- Demonstrate the coaching process in a performance and developmental coaching situation.

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

Creating a Great Workplace Culture

May 2, 2023 | Oct. 11, 2023

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 advantage.
- Understand the key role leaders play in creating a great workplace and analyze the effectiveness of current management practices.

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



Leading Community Collaboration

Jan 19, 2023 | May 24, 2023 | Jan. 10, 2024

9:00 A.M. – 4:00 P.M.

The morning session will explore principles and practices for effective community leadership. The program 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. The afternoon focuses on a poverty simulation allowing participants to gain a glimpse into the lives and families living in our community followed by an extensive debrief.

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 Learn, Lead, and Serve Program.

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

Learn, Lead, & Serve

Feb 7, 2023 | June 14, 2023 | Jan. 24, 2024

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 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:

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

Executive Effectiveness: Functioning at Your Full Capacity

Feb 23, 2023 | June 29, 2023 | Feb. 13, 2024

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 improve when leaders learn to take charge of their physical, mental, and emotional energy in the midst of this demand. 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 increasing physical, emotional, and mental energy.

This program will help leaders:

- Understand the connection between personal energy management and organizational outcomes.
- Learn and practice strategies that improve physical energy.
- Learn and practice strategies that improve mental and emotional energy.

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



The Leadership Challenge

Mar 14-16, 2023 | July 18-20, 2023 | Mar 5-7, 2024

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. Participants gain confidence and skill to increase their use of the Five Practices of Exemplary Leadership on the job. A 360 assessment is incorporated into the session to enable participants to evaluate how frequently they are currently displaying the behaviors that make up "the five exemplary leadership practices."

This program will help leaders:

- Recognize how leadership is key to one's ability to succeed in challenging situations.
- Identify personal 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: *Courage, Demonstrates Self-Awareness, Drives Engagement, Drive Vision & Purpose, Instills Trust*

Leading Change

June 6, 2023 | Aug. 17, 2023 | July 10, 2024

9:00 A.M. – 4:00 P.M.

A leader is responsible for successfully leading themselves and their team through organizational change, and for helping direct reports further develop their change adaptation capabilities. This program will deepen skills in three areas: understanding the brain's reaction to change, leading others through change, and strengthening change leadership skills. 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:

- Deepen understanding of the human brain's reaction to change.
- Recognize the key responsibilities of leaders in executing change initiatives.
- Review, and strengthen change leadership skills.

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

Accounting Fundamentals

Apr. 27, 2023 | Sept. 5, 2023 | Apr. 16, 2024

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 are prepared in accordance with Generally Accepted Accounting Principles, and how these statements provide crucial information about the firm. Participants will learn the difference between managerial and financial accounting. This basic understanding will also help leader's measure financial performance, critically assess information, and make more effective business decisions. Finally, leaders will leave the session feeling more prepared to explore the financial concepts presented in the Finance for Non-Financial Managers program.

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.
- Learn the role of break even analysis, contribution margin, and margin of safety when making business decisions.

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



Finance for Non-Financial Managers

May 18, 2023 | Sept. 28, 2023 | May 29, 2024

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 leaders to be better prepared to lead their organization from a financial perspective. Participants leave with a heightened understanding of the financial environment, measures of financial health, and financial decision-making models. They will derive a greater awareness of the various stakeholder relationships that are at issue in organizations.

This program will help leaders:

- Understand the difference between accounting and finance.
- Become familiar with the fundamental concepts of corporate finance and financial management.
- Learn to use financial tools such as break-even analysis and financial ratios.

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

Marketing Essentials

July 11, 2023 | Oct. 17, 2023 | May 9, 2024

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

Operations Management

June 22, 2023 | Nov. 2, 2023 | June 18, 2024

9:00 A.M. – 4:00 P.M.

This program 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 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 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. Therefore, understanding how it works, will play an important role in leading.

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



Strategic Management

Apr. 5, 2023 | Nov. 15, 2023 | Mar. 28, 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 program enables leaders to explore basic strategic management concepts and tools, where organizations and individuals must make strategic choices and deliver results. Participants will learn how to analyze their environment and identify external opportunities and threats, internal strengths, weaknesses, capabilities, and core competencies and then recommend strategic initiatives to address strategy-related challenges. Participants will sharpen their 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 their 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: *Business Insight, Cultivates Innovation, Manages Complexity, Plans and Aligns, Strategic Mindset*

Business Simulation

July 26-27, 2023 | Dec. 5-6, 2023 | July 24-25, 2024

9:00 A.M. – 4:00 P.M.

This program will test leadership skills and allow participants to integrate leadership, strategic, financial, and operational perspectives. During this business simulation, teams of participants 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 explore how to apply learnings and insights to real-life work challenges.

This program will help leaders:

- Run a business from a management or executive perspective while integrating various business and leadership skills.
- Develop an understanding of business finance and KPI's as well as the link between corporate strategy and talent management.
- Work cooperatively in a team environment towards a common goal.

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



WHAT IS THE EMERGING LEADER PROGRAM?

The Emerging Leader Program is a year-long leadership and business skill development cohort for high potential leaders in corporate, government, and non-profit business organizations. The program includes multiple assessments, networking with other high potential leaders, executive coaching, and a formal mentoring program. It also provides experiential leadership and development training using local, regional, and national thought leaders and top UD School of Business professors as facilitators. Emerging Leaders graduate with the skills and confidence needed to be successful at the next level and beyond.

WHAT ARE THE BENEFITS OF THE EMERGING LEADER PROGRAM?

- Broad-based training on critical topics including executive effectiveness, achieving greater outcomes, coaching for performance, creating a great workplace culture, leading change, finance, operations management, strategic management, and many more.
- A strong professional network across industries with other rising leaders — relationships you can leverage for a lifetime.
- Participants will receive a Korn Ferry 360° Assessment, a Leadership Practices Inventory 360° Assessment, and the Myers-Briggs Global Step II Assessment as well as formal mentoring and coaching to support your growth and development as a leader.
- The opportunity to attend two Executive Development Programs at no additional cost in the 12 months following your graduation from the program.
- As an Emerging Leader Program Alumni within the past 5 years, you are eligible to receive a reduction in tuition equivalent to three (3) credit hours of coursework in the on-campus UD MBA program.

WHO IS AN IDEAL CANDIDATE FOR THE EMERGING LEADER PROGRAM?

This twelve-month interactive leadership and business skill development program is ideal for top performers and current managers who are ready for expanded responsibility or a senior leadership role. An organization's selection and support of these emerging leaders will enable participants to move into executive roles seamlessly, confidently, and successfully.



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