

EXECUTIVE DEVELOPMENT

JANUARY–DECEMBER 2023



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EXECUTIVE DEVELOPMENT 2023

2/22	Solve the People Puzzle: How Great Leaders Put People First to Retain and Recruit Their Most Valuable Asset
3/21	Leading and Navigating Major Change
4/20	Feedforward: Leading with Fearless Feedback
5/17	The Five Practices of Exemplary Leadership: Making Great Things Happen in Your Organization
9/21	Agile Communication: How to Influence and Persuade in a Complex World
10/3	How Women Rise: Helping Women Reach Their Full Potential
10/25	Developing Multidimensional Careers: Beyond, Between, and Besides Promotions
11/14	Happier Hour: How to Beat Distraction, Expand Your Time, and Focus on What Matters Most



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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

Manages Complexity

- **March 21, 2023:** Leading and Navigating Major Change by Daryl Conner and Maria Darby

Factor II: Results

Action Oriented

- **September 21, 2023:** Agile Communication: How to Influence and Persuade in a Complex World by Park Howell

Drives Results

- **April 20, 2023:** Feedforward: Leading with Fearless Feedback by Joe Hirsch, PH.D.
- **September 21, 2023:** Agile Communication: How to Influence and Persuade in a Complex World by Park Howell

Plans and Aligns

- **March 21, 2023:** Leading and Navigating Major Change by Daryl Conner and Maria Darby

Resourcefulness

- **November 14, 2023:** Happier Hour: How to Beat Distraction, Expand Your Time, and Focus On What Matters Most by Cassie Holmes, PH.D.

Factor III: People

Attracts Top Talent

- **February 22, 2023:** Solve the People Puzzle: How Great Leaders Put People First to Retain and Recruit Their Most Valuable Asset by Kathleen Quinn Votaw

Builds Effective Teams

- **February 22, 2023:** Solve the People Puzzle: How Great Leaders Put People First to Retain and Recruit Their Most Valuable Asset by Kathleen Quinn Votaw
- **April 20, 2023:** Feedforward: Leading with Fearless Feedback by Joe Hirsch, PH.D.
- **October 25, 2023:** Developing Multidimensional Careers: Beyond, Between, and Besides Promotions by Julie Winkle Giulioni

Collaborates

- **May 17, 2023:** The Five Practices of Exemplary Leadership: Making Great Things Happen in Your Organization by Barry Posner, PH.D.
- **October 25, 2023:** Developing Multidimensional Careers: Beyond, Between, and Besides Promotions by Julie Winkle Giulioni

Communicates Effectively

- **September 21, 2023:** Agile Communication: How to Influence and Persuade in a Complex World by Park Howell

Develops Talent

- **April 20, 2023:** Feedforward: Leading with Fearless Feedback by Joe Hirsch, PH.D.
- **October 3, 2023:** How Women Rise: Helping Women Reach Their Full Potential by Sally Helgesen
- **October 25, 2023:** Developing Multidimensional Careers: Beyond, Between, and Besides Promotions by Julie Winkle Giulioni

Drives Engagement

- **February 22, 2023:** Solve the People Puzzle: How Great Leaders Put People First to Retain and Recruit Their Most Valuable Asset by Kathleen Quinn Votaw



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- **April 20, 2023:** Feedforward: Leading with Fearless Feedback by Joe Hirsch, PH.D.
- **May 17, 2023:** The Five Practices of Exemplary Leadership: Making Great Things Happen in Your Organization by Barry Posner, PH.D.
- **October 3, 2023:** How Women Rise: Helping Women Reach Their Full Potential by Sally Helgesen
- **October 25, 2023:** Developing Multidimensional Careers: Beyond, Between, and Besides Promotions by Julie Winkle Giulioni
- **November 14, 2023:** Happier Hour: How to Beat Distraction, Expand Your Time, and Focus On What Matters Most by Cassie Holmes, PH.D.

Drives Vision & Purpose

- **May 17, 2023:** The Five Practices of Exemplary Leadership: Making Great Things Happen in Your Organization by Barry Posner, PH.D.
- **September 21, 2023:** Agile Communication: How to Influence and Persuade in a Complex World by Park Howell
- **November 14, 2023:** Happier Hour: How to Beat Distraction, Expand Your Time, and Focus On What Matters Most by Cassie Holmes, PH.D.

Organizational Savvy

- **March 21, 2023:** Leading and Navigating Major Change by Daryl Conner and Maria Darby

Persuades

- **September 21, 2023:** Agile Communication: How to Influence and Persuade in a Complex World by Park Howell

Values Differences

- **February 22, 2023:** Solve the People Puzzle: How Great Leaders Put People First to Retain and Recruit Their Most Valuable Asset by Kathleen Quinn Votaw
- **October 3, 2023:** How Women Rise: Helping Women Reach Their Full Potential by Sally Helgesen

Factor IV: Self

Being Resilient

- **November 14, 2023:** Happier Hour: How to Beat Distraction, Expand Your Time, and Focus On What Matters Most by Cassie Holmes, PH.D.

Courage

- **May 17, 2023:** The Five Practices of Exemplary Leadership: Making Great Things Happen in Your Organization by Barry Posner, PH.D.

Demonstrates Self-Awareness

- **October 3, 2023:** How Women Rise: Helping Women Reach Their Full Potential by Sally Helgesen

Instills Trust

- **February 22, 2023:** Solve the People Puzzle: How Great Leaders Put People First to Retain and Recruit Their Most Valuable Asset by Kathleen Quinn Votaw
- **April 20, 2023:** Feedforward: Leading with Fearless Feedback by Joe Hirsch, PH.D.
- **May 17, 2023:** The Five Practices of Exemplary Leadership: Making Great Things Happen in Your Organization by Barry Posner, PH.D.

Manages Ambiguity

- **March 21, 2023:** Leading and Navigating Major Change by Daryl Conner and Maria Darby

Self-Development

- **October 3, 2023:** How Women Rise: Helping Women Reach Their Full Potential by Sally Helgesen
- **October 25, 2023:** Developing Multidimensional Careers: Beyond, Between, and Besides Promotions by Julie Winkle Giulioni
- **November 14, 2023:** Happier Hour: How to Beat Distraction, Expand Your Time, and Focus On What Matters Most by Cassie Holmes, PH.D.

Situational Adaptability

- **March 21, 2023:** Leading and Navigating Major Change by Daryl Conner and Maria Darby



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KATHLEEN QUINN
VOTAW

SOLVE THE PEOPLE PUZZLE: HOW GREAT LEADERS PUT PEOPLE FIRST TO RETAIN AND RECRUIT THEIR MOST VALUABLE ASSET

FEBRUARY 22, 2023 | 9:00 A.M. – 4:00 P.M

Today's landscape is incredibly dynamic – global talent, a diverse workforce, and everyone is expecting more. If your workplace isn't a reflection of this amazing time in history, it makes it even more difficult to attract and retain the best. In survey after survey, leaders list attracting and retaining top talent as their number one issue. Are you struggling with recruitment and retention? If you are, you are not alone.

The workplace has changed forever. There are people working in the office, there are people working from home, and there are many who are doing both. Organizations must move forward and transition into this new era to grow and retain top talent. Is your team and/or organization poised to falter or thrive? It takes everyone at an organization working together to create a supportive employee experience. In today's competitive labor market losing a key person can be devastating for your organization and finding someone to replace them daunting.

Therefore, your ability as a leader to recruit and retain the best is a differentiator in where your team and organization moves into the future. In this highly interactive and engaging program, leaders will learn the top ten reasons why your people are leaving you and a six-step recruitment process that works. You will leave with multiple, actionable tools and resources to build a community where the employee experience is irresistible.

This program will help leaders:

- Learn how to create an irresistible employee experience through building a community.
- Discover seven steps to select the best talent.
- Gain the knowledge on how to treat recruitment like a sales process for building great teams.

Competencies Addressed: Attracts Top Talent, Builds Effective Teams, Drives Engagement, Instills Trust, Values Differences

KATHLEEN QUINN VOTAW

Kathleen Quin Votaw discovered early in her 30-year career an industry in desperate need of a shake-up and set out to disrupt and transform staffing. In 2003, she launched TalenTrust to show organizations of all sizes and across industries what it takes to win the war on talent and create the human-centric cultures that define today's best organizations. As CEO of TalenTrust, a strategic recruiting and human capital consulting firm that has helped companies nationwide address immediate needs and drive long-term growth, Kathleen has received numerous awards for her leadership. Her people first approach has also led to many awards for TalenTrust, including the coveted Inc 5000 fastest-growing companies in two consecutive years. Kathleen is the author of *Solve the People Puzzle: How High-Growth Companies Attract & Retain Top Talent* as well as *Dare to Care in the Workplace: A Guide to the New Way We Work*. She is also a regularly published columnist, podcaster, and popular speaker on topics related to HR strategies and workplace culture.



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LEADING AND NAVIGATING MAJOR CHANGE

MARCH 21, 2023 | 9:00 A.M. – 4:00 P.M.



DARYL CONNER



MARIA DARBY

For nearly five decades, Conner Partners has focused on one thing...helping organizations succeed with their most complex, most difficult change initiatives. From this depth of experience, they have uncovered the patterns of mindsets and behaviors that distinguish leaders who succeed with change execution. They have also identified why the normal leadership perspectives used to foster success often fail when used to implement complicated, difficult transitions.

All major change initiatives are difficult. Even in the best of times, 70% of significant change initiatives fail – despite excellent planning and honorable intentions. Whether you are in the early stages of planning, just preparing to make the announcement, or trying to understand the lack of progress, if your organization is facing major change, it is vital that leaders know how to navigate the turbulent water inherent with transformation.

What is needed is a new playbook for leaders...one that provides a clear and accurate picture of how challenging change unfolds, what the typical risks are that inhibit successful execution, reliable strategies for reaching realization, and leadership's role during achieving full realization of the intended outcomes. As leading experts in the field of change execution, Daryl Conner and Maria Darby will offer unparalleled insight into these issues.



This program will help leaders:

- Understand the patterns of success and failure that are encountered when implementing major change initiatives.
- Comprehend the implementation risks that typically jeopardize change endeavors and the peril each represents to your initiatives.
- Gain an appreciation for the role leaders must play when attempting important change, as well as practical guidance on how to fulfill these responsibilities.

Competencies Addressed: Manages Ambiguity, Manages Complexity, Organizational Savvy, Plans and Aligns, Situational Adaptability

DARYL CONNER

Daryl Conner is Chairman of Conner Partners. He has educated and advised strategic leaders and change practitioners in many of the world's most successful organizations, helping them to understand and navigate the challenges and opportunities they face during transformational change. Daryl's work is built on a strong foundation of research, extensive consulting experience, and a master's degree in psychology. He has authored two books: *Managing at the Speed of Change* and *Leading at the Edge of Chaos*.

MARIA DARBY

Maria Darby is the CEO of Conner Partners. Maria brings the experience from her 30+ years in the consulting industry to Conner Partners. Maria was an Executive Vice President/Partner at Booz Allen Hamilton, where she led the firm's change management capability and client change and transformation engagements across a diverse set of industries in the public and private sectors.



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JOE HIRSCH, PH.D.

FEEDFORWARD: LEADING WITH FEARLESS FEEDBACK

APRIL 20, 2023 | 9:00 A.M. – 4:00 P.M

There are few things more difficult – or dreaded – than giving and receiving feedback. Blame, uncertainty, frustration, regret – these deeply-felt emotions can turn even the simplest conversations about work into high-stakes encounters that end up complicating our relationships, clouding our judgment, and costing us valuable time and resources. But, with the right mindset and message, feedback can produce better outcomes and deeper connections for leaders and their teams – and even become a source of joy, not fear.

In this interactive and evidence-based program, you'll explore the impact of FEEDFORWARD, a bold alternative to traditional feedback. FEEDFORWARD amplifies strengths, promotes dialogue, and focuses on future success instead of past failure – creating performance partnerships built on straight talk and genuine relationships.

Starting with the brain-based case against traditional feedback, you'll discover why appraisal systems often underperform how managers miss critical information, and the reason feedback often stifles growth rather than promotes it. From there, you'll learn how FEEDFORWARD can shift legacy thinking and practices to produce robust partnerships powered by candor, clarity, and connectedness.

Driven by research and practice, FEEDFORWARD gives leaders the tools and techniques to create a durable feedback framework that aligns with existing capabilities, flows with the cadence of work, and fosters opportunities for learning and development. Work has changed, and with FEEDFORWARD, so can the way we talk about it.

This program will help leaders:

- Activate the full potential of employees with a strengths-based approach to managing talent.
- Drive performance with two-way coaching conversations built on candor, trust, and partnership.
- Create a fearless feedback culture that promotes ongoing opportunities for growth and development.

Competencies Addressed: Develops Talent, Drives Results, Builds Effective Teams, Drives Engagement, Instills Trust

JOE HIRSCH, PH.D.

Joe Hirsch, Ph.D., helps organizations design and deliver feedback without fear. He's a TEDx and global speaker, as well as bestselling author of *The Feedback Fix* which has been praised by Fortune 500 executives, NFL coaches, and educational reformers for its forward-looking view of performance management. Joe's work and research has been featured in the Harvard Business Review, CNBC, Forbes, Inc., The Wall Street Journal, and other major outlets. Joe has helped leaders at PepsiCo, Adobe, the Gates Foundation, government agencies, and more than 20,000 others across three continents communicate with impact and joy. When Joe's not doing something outdoors with his wife and four boys, he's hosting his popular podcast, "I Wish They Knew."



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**BARRY POSNER,
PH.D.**

THE FIVE PRACTICES OF EXEMPLARY LEADERSHIP: MAKING GREAT THINGS HAPPEN IN YOUR ORGANIZATION

MAY 17, 2023 | 9:00 A.M. – 4:00 P.M.

The key to making extraordinary things happen in organizations is great leadership. Great leadership contributes more to positive outcomes than any single factor. Great products, great strategy, and great services are absolutely critical, but with poor leadership people reach only a third to a half of their potential. If you want a highly engaged workforce and better results for your clients and customers, you have to develop and strengthen great leadership in your organization.

Barry Posner will engage you in a highly interactive session exploring the original research coauthor Jim Kouzes and he conducted, *The Five Practices of Exemplary Leadership®*, consisting of: Model the Way, Inspire a Shared Vision, Challenge the Process, Enable Others to Act, and Encourage the Heart. In analyzing responses from over three million people from around the world, they found that leaders who more frequently exhibit *The Five Practices of Exemplary Leadership®* have constituents who are 25 to 50 percent more engaged than those with leaders who engage less frequently in these practices.

In their research, they also found that the best leaders are the best learners. Those who excel at leadership engage more frequently in learning activities than those leaders who are poorer performers. Participating in this program will support participants in their continuing efforts to become the best leader they can be.

This program will help leaders:

- Assess the extent to which you currently demonstrate exemplary leadership practices.
- Identify the most admired characteristics of leaders through the eyes of their followers.
- Understand and implement *The Five Practices of Exemplary Leadership*.

Competencies Addressed: Collaborates, Courage, Drives Engagement, Drives Vision & Purpose, Instills Trust

BARRY POSNER, PH.D.

Barry Posner, Ph.D., is currently the Michael J. Accolti, S.J. Professor of Leadership and Chair of the Management and Entrepreneurship Department at Santa Clara University, where he previously served as Dean of the Business School. Barry received the Association for Talent Development's highest award for Distinguished Contribution to Workplace Learning and Performance, has been recognized as one of the Top 50 leadership coaches in America, ranked among the Most Influential HR Thinkers in the world by HR magazine, and included among the World's Top 75 Leadership and Management Experts by Inc. magazine. Barry has co-authored numerous award-winning, inspiring, and practical books on leadership, including the award-winning and best-selling book, *The Leadership Challenge*, with Jim Kouzes. Barry is an internationally renowned scholar publishing over 100 research and practitioner-oriented articles, in such publications as the Harvard Business Review, Academy of Management Journal, and Personnel Psychology. Barry has also worked with such organizations as Amazon, Apple, HP, Levi Strauss, and Trader Joe's.



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PARK HOWELL

AGILE COMMUNICATION: HOW TO INFLUENCE AND PERSUADE IN A COMPLEX WORLD

SEPTEMBER 21, 2023 | 9:00 A.M. – 4:00 P.M

One of the trendy leadership terms for today's wacky world we all compete in is VUCA. It stands for Volatile, Uncertain, Complex, and Ambiguous. While VUCA may reflect the exterior global marketplace, internally you need a different kind of VUCA to be successful. This new brand of VUCA is: Vision, Understanding, Clarity, and Action. We call it your "VUCA Voice" and it can only be accomplished through agile communication leveraging the power of business storytelling.

While agile in organizations typically means speed to market, agile communication is about speed to meaning to make sure your messaging lands right the first time with those you are engaging. Think about the impact and success you experience when your message lands the right way with the right people! This program will help you become a more confident and compelling leader through three proven narrative frameworks that work every time.

You will benefit from this program with deliberate practice built in. You will begin with the foundational narrative framework of And, But, and Therefore (ABT), add the five primal elements of a short story for big impact, and bring it all together with the Story Cycle System™ to craft a persuasive presentation.

This program will help leaders:

- Learn to think in and apply the critical communication structure of And, But, and Therefore (ABT).
- Apply the five primal elements of a short story to create a big impact and/or influence and persuade others.
- Understand and develop skills to build an effective and powerful leadership presentation based upon the Story Cycle System™.

Competencies Addressed: Action Oriented, Communicates Effectively, Drives Results, Drives Vision and Purpose, Persuades

PARK HOWELL

Park Howell is known as The World's Most Industrious Storyteller helping leaders of purpose-driven brands grow by as much as 600 percent. His 35+ years in communications includes 20 years running his own ad agency, Park&Co. Park is the founder of the Business of Story, a proven platform based on his 10-step Story Cycle System™ to clarify your story, amplify your impact, and simplify your life. His popular weekly Business of Story podcast is ranked among the top 10 percent of the most downloaded podcasts in the world. Feedspot.com named it the #1 business storytelling podcast for 2022. Park's newest book, *The Narrative Gym for Business*, is a 75-page guide on crafting ABT (And, But, Therefore) foundational narrative frameworks to make all your communications more persuasive. Park consults, teaches, coaches, and speaks internationally and has guided hundreds of brands and grown thousands of leaders in such organizations as Dell, Hilton, Cummins, American Express, Walgreens, Banner Health, and the United States Air Force.



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SALLY HELGESEN

HOW WOMEN RISE: HELPING WOMEN REACH THEIR FULL POTENTIAL

OCTOBER 3, 2023 | 9:00 A.M. – 4:00 P.M

Sally Helgesen draws from her bestseller, *How Women Rise: Break the 12 Habits Holding You Back from Your Next Raise, Promotion, or Job*, co-authored with legendary executive coach, Marshall Goldsmith, which identifies the habits or behaviors most likely to get in the way of successful women. Most of these behaviors are rooted in strengths that may have served women well earlier in their careers, but can undermine them as they assume more responsibility and scope.

Everyone has self-limiting behaviors, for the simple reason that we are all human. Women often face very different challenges as they seek to advance in their careers and operate on a bigger playing field, so it makes sense that women would adapt their behavior in different ways. These differences in turn shape their expectations of what behaviors will be effective.

Knowing how to spot these habits is helpful for women in their careers, but is also essential for both women and men seeking to become more effective leaders, mentors, coaches, and champions for talented women. Open conversation about these habits and behaviors can be a powerful spur for organizations seeking to encourage more inclusive behaviors. This program will not only bring these habits to the forefront, but provide men and women ways to practically address.

This program will help leaders:

- Identify the habits that most frequently hold women back from reaching their full potential.
- Understand actionable practices that men and women can take with them in order to become more effective leaders and enlist one another as allies in one another's development.
- Utilize and implement actionable skills through practice and application.

Competencies Addressed: Demonstrates Self-Awareness, Develops Talent, Drives Engagement, Self-Development, Values Differences

SALLY HELGESEN

Sally Helgesen, cited in Forbes as the world's premier expert on women's leadership, is an internationally best-selling author, speaker, and leadership coach. Sally has been named to the Thinkers 50 Hall of Fame, which honors those whose thinking has shaped the field of leadership worldwide. She also ranked number 5 among the world's thought leaders by Global Gurus. Sally's most recent book, *How Women Rise*, co-authored with legendary executive coach Marshall Goldsmith, became the top-seller in its field within a week of publication and rights have been sold in 18 languages. Previous books include *The Female Advantage: Women's Ways of Leadership*, hailed as the classic in its field and continuously in print since 1990, and *The Female Vision: Women's Real Power at Work*, which explores how women's strategic insights can strengthen their careers. For over 30 years, Sally has delivered leadership workshops and keynotes for companies, partnership firms, and associations around the world. She is also a contributing editor for Strategy + Business magazine and a member of the 100 Coaches Network and the New York and International Women's Forums.



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**JULIE WINKLE
GIULIONI**

DEVELOPING MULTIDIMENSIONAL CAREERS: BEYOND, BETWEEN, AND BESIDES PROMOTIONS

OCTOBER 25, 2023 | 9:00 A.M. – 4:00 P.M.

As careers have changed, it is time for career development to catch up. The time-honored tradition of defining career development exclusively in terms of promotions, moves, and title changes is dead. What lives on, however, are unrealistic expectations from this outdated mindset, leaving employees disengaged, managers disempowered, and organizations disadvantaged as they struggle to retain talent. The time has come to finally shed yesterday's limited view of career development and find ways to enable the growth people and organizations need today.

The good news is that beyond, between, and besides the climb up the organizational ladder, there are countless other ways that employees want to grow. This program focuses on an easy-to-apply, research-based multidimensional career framework. This updated framework features seven alternatives to promotions — contribution, competence, connection, confidence, challenge, contentment, and choice — all of which offer powerful ways to grow that, unlike promotions, are completely within a leader's control.

By attending this highly interactive and engaging learning experience, leaders will be able to expand how they define career development and help others do the same thing as they move beyond old one- and two-dimensional views to embrace a possibility-filled multidimensional approach to career development.

This program will help leaders:

- Describe today's confounding career development disconnect and implications.
- Assess personal interests and priority development dimensions.
- Cultivate career conversations that promote relevant and available development experiences based upon seven alternatives to grow beyond promotions.

Competencies Addressed: Builds Effective Teams, Collaborates, Develops Talent, Drives Engagement, Self-Development

JULIE WINKLE GIULIONI

Julie Winkle Giulioni is a champion for workplace growth and development and helps executives and leaders optimize talent and potential within their organizations. One of Inc. Magazine's Top 100 speakers, she's the author of *Promotions Are So Yesterday: Redefine Career Development. Help Employees Thrive* and the co-author of the international bestseller, *Help Them Grow or Watch Them Go: Career Conversations Organizations Need and Employees Want*, translated into seven languages. She's traveled to China, Russia, Brazil, Lithuania, and beyond offering fresh, inspiring, yet actionable strategies for leaders who are interested in their own growth as well as supporting the growth of others. Julie is also a regular columnist for Training Industry Magazine and SmartBrief and contributes articles on leadership, career development, and workplace trends to numerous publications including The Economist.



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CASSIE HOLMES,
PH.D.

HAPPIER HOUR: HOW TO BEAT DISTRACTION, EXPAND YOUR TIME, AND FOCUS ON WHAT MATTERS MOST

NOVEMBER 14, 2023 | 9:00 A.M. – 4:00 P.M.

Our most precious resource isn't money—it's time. Everyone who's ever expressed frustration at not having enough time to do the things they truly enjoy has probably been met with this response: make time. We're allotted just twenty-four hours a day, and we live in a culture that keeps us feeling time poor—like we never have enough. Since we can't add more hours to the day, how can we optimally spend the time we do have and feel confident in our decisions—for ourselves and our employees?

For Cassie Holmes, renowned expert on time and happiness, it's not about making time—it's about spending the time we have more wisely. Based on her wildly popular MBA class at UCLA, she will share how to immediately improve your life by changing how you perceive and invest your time. She provides empirically based insights that will help you be more productive, use your time at work more optimally by designing your schedule with purpose, and look back at your career with satisfaction instead of regret.

Through her groundbreaking research, you will walk away understanding how small changes can have an enormous impact—helping you feel less overwhelmed, more present, and happier in your life overall—things that money can't buy. The antidote to overscheduling and feeling like your days aren't your own, *Happier Hour* reframes your time around life's happiest moments to build days that aren't just full—but fulfilling. When you are able to see your days, weeks, months, years, and careers broken down into the quality of your time, we can use that information to reconstruct your schedules, and lives, based on what's most important. It all starts by transforming just one hour into a happier hour.

This program will help leaders:

- Design your schedule to maximize time spent on what is worthwhile and minimize time wasted.
- Understand the inputs into emotional wellbeing and apply strategies to increase it for you and those on your team and/or organization.
- Identify your values and purpose in your professional and personal life.

Competencies Addressed: Being Resilient, Drives Engagement, Drives Vision and Purpose, Resourcefulness, Self-Development

CASSIE HOLMES, PH.D.

Cassie Holmes, Ph.D., is a Professor at UCLA's Anderson School of Management. Cassie is an expert on time and happiness. Her research on the role of time in cultivating well-being has been published in leading journals, including Psychological Science, the Journal of Personality and Social Psychology, and the Journal of Consumer Research. Cassie's research has also been featured on NPR and in such publications as The Economist, The New York Times, The Wall Street Journal, the Financial Times, and Scientific American. Cassie is the author of the bestselling book, *Happier Hour: How to Beat Distraction, Expand Your Time, and Focus on What Matters Most*. Previously, Cassie was a tenured faculty member and award-winning teacher at the Wharton School at the University of Pennsylvania. She has a Ph.D. from Stanford University's Graduate School of Business and a B.A. from Columbia.



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