

# UD CENTER FOR LEADERSHIP PROGRAMS 2021



University of Dayton  
Center for  
Leadership

# JANUARY - JUNE 2021

Date	Program
1/13	Communication Skills for Leaders
1/14	Leading Change at the First Level
1/26	Navigating Difficult Conversations
1/28	Leadership is Everyone's Business
2/2	Embracing Accountability
2/3	Achieving Greater Outcomes – Leading with Intention & Purpose
2/9	Maximizing Your Potential at Work: Individual Lean Six Sigma
2/10	Effective Decision Making
2/11	Essential Problem Solving for Team Members: Lean Six Sigma Yellow Belt
2/16	Core Interaction Skills to Enhance Results
2/18	Going from Peer to Supervisor
2/23	Leading Remote & Engaged Teams through Rapid Change
3/2	Time Management and Personal Productivity
3/3	The Power of Difference: Towards More Diverse, Equitable and Inclusive Organizations
3/9	Elevate Your Personal Brand for Women Leaders
3/10	AM: Executive Communication I: Building Your Business Image through Networking, Dining & Etiquette
3/10	PM: Executive Communication II: Elevating Your Executive Presence and Personal Brand
3/10	Leading Change at the First Level
3/11	Emotional Intelligence: Becoming More Effective in Reaching Others
3/17-18	Project Management Essentials I & II
3/23	Communication Skills for Leaders
3/24	AM: Crucial Conversations for Leaders: Tools for Talking When Stakes are High
3/24	PM: Influencer: The New Science of Leading Change
3/25	Leadership is Everyone's Business
3/30	Assertiveness: Communicating with Impact
4/6	Leveraging Excel, PowerPoint, and Word to Maximize Results, Communication, and Performance
4/7	Coaching For Performance
4/8	Navigating Difficult Conversations
4/13	Innovation is Everybody's Business: How to Ignite, Scale, and Sustain for a Competitive Advantage
4/14	Boost Results through Effective Delegation
4/20	Coaching & Evaluating Performance
4/21	Going from Peer to Supervisor
4/22	Selling for Non-Sales People
4/27	Essential Problem Solving for Team Members: Lean Six Sigma Yellow Belt
4/28	Creating a Great Workplace Culture
4/29	Strengths Based Leadership
5/4	Workplace Storytelling to Enhance your Personal Brand
5/5	Managing Conflict for Progress
5/11	Effective Decision Making
5/13	Intentional Purpose: Building Your Brand as a Leader
5/18	Time Management & Personal Productivity

5/19	Leading Community Collaboration (COPE): Cost of Poverty Exercise
5/26	Powerful Presentation Skills
5/27	Leading Change at the First Level
6/2	Communication Skills for Leaders
6/8	Leading your Employees to Great Performance: The SLII Experience™
6/9	Leadership Essentials: Understanding Leadership & Team Development
6/9	Learn, Lead & Serve
6/15-16	Project Management Essentials I & II
6/16	Leadership is Everyone's Business
6/17	The Emotionally Intelligent Leader: Understanding Your EQ and Strategies for Leveraging It
6/22-23	Advanced Problem Solving for Team Leaders: Lean Six Sigma Green Belt
6/23	Navigating Difficult Conversations
6/24	Going from Peer to Supervisor
6/29	Executive Effectiveness: Key Strategies for Increasing Engagement

## JULY - DECEMBER 2021

Date	Program
7/1	Project Leadership
7/7	The Neuroscience of Leadership
7/8	Coaching & Evaluating Performance
7/13	Time Management & Personal Productivity
7/15	Advanced Project Management
7/20	Effective Decision Making
7/21	Essential Problem Solving for Team Members: Lean Six Sigma Yellow Belt
7/22	Embracing Accountability
7/27	Navigating Difficult Conversations
7/27-29	The Leadership Challenge
8/3	Leading Change at the First Level
8/4	Professional Communication & Presence
8/10	Communication Skills for Leaders
8/18	Leading Change
8/19	Leadership is Everyone's Business
8/24	Effective Leadership in a Virtual Environment
8/25	Coaching & Evaluating Performance
8/26	Making Positive Impact on Customer Relationships
9/1	Leveraging Excel, PowerPoint, and Word to Maximize Results, Communication, and Performance
9/8	Going from Peer to Supervisor
9/9	Elevate Your Personal Brand for Women Leaders
9/9	Effective Decision Making
9/14	Accounting Fundamentals: Finance for Non-Financial Managers I
9/16	Work-Life Balance Transformation: Cultivating and Facilitating Change

9/21	Achieving Greater Outcomes – Leading with Intention & Purpose
9/23	Fearless Positivity: Mastering Mindset in the Midst of Uncertainty
9/28	Time Management & Personal Productivity
9/28-29	Project Management Essentials I & II
9/29	Leading Change at the First Level
9/30	Finance for Non-Financial Managers II
10/6	AM: Executive Communication I: Building Your Business Image through Networking, Dining & Etiquette
10/6	PM: Executive Communication II: Elevating Your Executive Presence and Personal Brand
10/6	The Power of Difference: Towards More Diverse, Equitable and Inclusive Organizations
10/7	AM: The Surprising Truth About Motivation
10/7	PM: The Scientific Secrets of Perfect Timing: Lessons for Leaders
10/12	Leadership is Everyone’s Business
10/13	Communication Skills for Leaders
10/14	Essential Problem Solving for Team Members: Lean Six Sigma Yellow Belt
10/14	Marketing Essentials
10/19	The Energy Bus
10/20	The Power of Positive Leadership
10/21	Career Advancement Strategies for Women: Navigating the Unwritten Rules of the Workplace
10/26	Helping People Change: Coaching with Compassion for Learning and Growth
10/27	Assertiveness: Communicating with Impact
10/28	Navigating Difficult Conversations
11/2-3	Project Management Essentials I & II
11/3	Operations Management
11/4	Coaching for Performance
11/9	Going from Peer to Supervisor
11/10	Coaching and Evaluating Performance
11/10-11	Advanced Problem Solving for Team Leaders: Lean Six Sigma Green Belt
11/16	The Art of Influencing Others
11/17	Start with the Vision: 6 Steps to Effectively Plan, Create Solutions, and Take Action
11/18	Strategic Management
11/30-12/1	Business Simulation
12/2	Time Management & Personal Productivity
12/7	Effective Decision Making
12/9	Project Leadership
12/14	Creating a Great Workplace Culture
12/15	Advanced Project Management

# PROGRAM DESCRIPTIONS

ED = Executive Development Programs, EL = Emerging Leader Programs (individual EL programs are only available to Partners), SLC/PD = Supervisory Leadership/Professional Development Programs

## **Accounting Fundamentals: Finance For Non-Financial Managers I - EL**

9/14

8:30 am - 2:00 pm

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:**

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

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

## **Achieving Greater Outcomes – Leading with Intention & Purpose - EL**

2/3 | 9/21

8:30 am - 4:30 pm

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:**

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

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

## **Advanced Problem-Solving for Team Leaders: Lean Six Sigma Green Belt – SLC/PD**

6/22-23 | 11/10-11

8:30 am - 4:30 pm

This two-day program is designed for leaders at all levels. You will gain the knowledge and skills to lead Lean Six Sigma problem-solving teams that will help your organization's bottom line and produce high quality outputs. Through demonstrations and hands on exercises, you will learn how to lead a team through the five step Lean Six Sigma Problem Solving process called DMAIC in conjunction with some more advanced Lean Six Sigma tools and techniques.

\*Prerequisite: Essential Problem Solving for Team Members: Lean Six Sigma Yellow Belt

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

- To provide you with the basic knowledge and skills to lead Lean Six Sigma project teams.
- To understand the five-step Lean Six Sigma problem solving process called DMAIC in more detail.
- To understand when and how to use some of the more advanced Lean Six Sigma tools and techniques.

*Competencies Addressed: Collaborates, Drive Results, Decision Quality, Manages Complexity, Optimizes Work Performance*

## **Advanced Project Management – SLC/PD**

7/15 | 12/15

8:30 am - 4:30 pm

This one-day program is an excellent follow-up for people who attended Project Management Essentials I & II. This class takes a “deeper dive” on some of the topics that you learned in the Project Management Essentials I & II class, such as resource management and managing multiple projects. You will also take a closer look at the concept of critical path and how to use it when executing a project. This program places emphasis on your ability to apply key skills and techniques to practical project situations. The class includes a two-hour exercise in which you work in teams to make decisions and develop a project schedule for a very demanding client.

\*Prerequisite: Project Management Essentials I & II

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

- Apply Essential Project Management Skills and tools to real project situations
- Enhance ability to manage multiple projects
- Refine Critical Path Skills when executing a project

*Competencies Addressed: Decision Quality, Directs Work, Manages Complexity, Optimizes Work Processes, Plans & Aligns*

## **Assertiveness: Communicating with Impact – SLC/PD**

3/30 | 10/27

8:30 am - 4:30 pm

Assertiveness does not come naturally to some people. However, assertive behaviors can be learned. Professionals who learn to project their thoughts and ideas with an assertive communication style, command respect from others and are able to get things done. Studies show that assertive professionals who ask for what they want are rewarded and recognized more often. This session provides you at all levels with tools and practical approaches to increase assertive behaviors and become more confident in yourself.

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

- Identify specific situations in which you would like to be more assertive
- Incorporate strategies for increasing assertive behaviors
- Prepare and practice statements for saying “No”

*Competencies Addressed: Communicating Effectively, Persuades, Self-Development, Situational Adaptability*

## **Boost Results through Effective Delegation – SLC/PD**

4/14

8:30 am - 4:30 pm

Delegating responsibilities effectively helps both supervisors and employees to work smoothly and productively to achieve their common goals. In fact, delegation is a critical skill for managers and supervisors because it can increase productivity, create growth opportunities, empower team members, and expand accountability for results across the organization. This program utilizes a personal delegation assessment, analyzes unique delegation challenges, and draws from group exercises to increase accountability for yourself and your teams.

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

- Implement a delegation approach proven to increase productivity.
- Follow up on employee progress without micromanaging.
- Empower employees to complete tasks and hold them accountable to quality work.

*Competencies Addressed: Communicates Effectively, Directs Work, Drives Results, Manages Ambiguity, Resourcefulness*

## **Business Simulation - EL**

11/30 – 12/1

8:30 am - 4:30 pm

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:**

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

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

## **Career Advancement Strategies for Women:**

### **Navigating the Unwritten Rules of the Workplace – SLC/PD**

10/21

8:30 am - 4:30 pm

The contrast in the way in which women and their male counterparts manage their careers, and position themselves for advancement, is often stark. And while tremendous strides have been made since the 1960's when women began to enter the workforce in record numbers, they still lag well behind their male counterparts in both representation and opportunities for career growth. Although some barriers may stem from outmoded thinking along with processes and practices within an organization; the ability to become more knowledgeable and skilled in your workplace interactions can be key in enabling you to take greater control of your career and to move more confidently in the direction of your goals and dreams. This session will strengthen your leadership potential, helping you develop skills, and build strategies necessary to survive and thrive in the workplace. In the end, you'll be able to contribute more significantly to your team, to your organization and to your own career success.

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

- Identify your level of political acumen.
- Learn the unwritten rules of the workplace and the benefits of successfully navigating them.
- Develop strategies to take ownership to positively influence the outcome of your career.

*Competencies Addressed: Collaborates, Self-Development, Situational Adaptability, Demonstrates Self-Awareness, Resourcefulness*

## **Coaching & Evaluating Performance – SLC/PD**

4/20 | 7/8 | 8/25 | 11/10

8:30 am - 4:30 pm

This program is designed to enhance a leader's management skills and prepare him or her for the changing demands of today's workforce. A manager's ability to provide regular coaching is critical to ensuring that individuals and teams reach their peak performance. This program introduces you to concepts and skills that can be used to provide coaching to either develop the skills of staff members or to correct performance issues. You also explore the performance review process and how to conduct performance appraisals.

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

- Describe how your personality style influences your coaching style.
- Use an analysis tool to identify the root cause of the performance issue.
- Demonstrate the first three steps to the coaching conversation.

*Competencies Addressed: Collaborates, Communicates Effectively, Develops Talent, Directs Work*

## **Coaching For Performance - EL**

4/7 | 11/4

8:30 am - 4:30 pm

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:**

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

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

## **Communication Skills for Leaders – SLC/PD**

1/13 | 3/23 | 6/2 | 8/10 | 10/13

8:30 am - 4:30 pm

In today's workplace, we are communicating more rapidly, more often, and with greater numbers of people than ever before. The prominence of email and other technology means our writing and thinking skills are showcased on a daily basis. Employees at all levels need to be able to communicate ideas effectively to customers, vendors, co-workers, and management. Our overall work performance may even be assessed by how effectively and professionally we communicate with both internal and external audiences. Expressing yourself clearly and maintaining positive relationships with others are critical to your career and organizational success.

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

- Gain tips to establish goodwill and motivate audience action.
- Learn how to organize content of written messages and presentations strategically for optimal audience engagement.
- Increase your presentation confidence through audience analysis and strategic preparation.

*Competencies Addressed: Communicates Effectively, Interpersonal Savvy, Persuades*

## **Core Interaction Skills to Enhance Results – SLC/PD**

2/16

8:30 am - 4:30 pm

Much of a leader's work is accomplished through daily conversations with team members and others. These interactions, especially the tough ones, often involve intensely personal feelings (on both sides) that have an impact on the practical outcome of the conversation and the personal connection between the leader and the person. The leader's ability to manage and positively leverage these conversations is a critical factor in driving positive results, lowering turnover, and engaging the workforce.

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

- Learn the practical "Interaction Skills" guidelines that provide an effective path from opening to closing an effective conversation.
- Learn the "Key Principles" and how approaching conversations with the "heart" in mind will generate effective benefits.
- Learn the STAR model on how to provide appropriate and timely feedback as part of the conversation cycle.

*Competencies Addressed: Communicates Effectively, Drives Engagement, Ensures Accountability, Collaborate, Manages Conflict, Develops Talent*

## **Creating A Great Workplace Culture - EL**

4/28 | 12/14

8:30 am - 4:30 pm

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:**

- o Understand the key dimensions of creating a great place to work to develop a competitive business advantage.
- o Identify techniques to build trust, pride and camaraderie deliberately and consistently throughout an organization.
- o 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*

## **Crucial Conversations for Leaders:**

### **Tools for Talking When Stakes are High with Joseph Grenny - ED**

3/24

8:30 am - 4:30 pm

Problem-plagued organizations often share the same root cause: perplexed employees who aren't quite sure how to bring up touchy, controversial, and complex issues and resolve them. And when three key forces show up—strong emotions, differing opinions, or high stakes—key organizational results suffer. The right skills—can help organizations of any size reach dialogue and achieve impressive results. Joseph will guide you through the steps to mastering crucial conversations and harnessing the power of turning every employee interaction into an experience that achieves synergy, alignment, and agreement. You will walk away from this program with a new set of high leverage tools to effectively achieve breakthrough results.

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

- o Develop the skills needed to step up to controversial and heated issues.
- o Professionally discuss issues in a way that makes it safe for everyone to speak.
- o Create an environment where people share their best ideas, make wise decisions, and then act with conviction.

*Competencies Addressed: Communicates Effectively, Courage, Drives Results, Instills Trust, Manages Conflict*

## **Effective Decision Making – SLC/PD**

2/10 | 5/11 | 7/20 | 9/9 | 12/7

8:30 am - 4:30 pm

When was the last time your team or you sat down and evaluated the lessons learned from either a great decision or a bad decision? Managers, employees, and teams are constantly making and implementing decisions; but few examine the process and assess the quality of their decisions. In today's business environment, the impact of a poorly made decision is costly. On the other hand, a great decision produces results that move an organization forward. This program gives you the process and tools for making effective decisions. This program also utilizes group exercises, movie clips, real-world examples, and a team case study to help you analyze and improve your decision-making skills.

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

- Learn four styles of decision making and when to apply them.
- Learn to recognize common decision-making traps and how to avoid them.
- Learn how to apply a proven six-step decision making model.

*Competencies Addressed: Collaborates, Decision Quality, Drives Results, Manages Complexity, Plans & Aligns*

## **Effective Leadership in a Virtual Environment – SLC/PD**

8/24

8:30 am - 4:30 pm

In the ever-changing environment of leading teams that are now working virtually for all or part of their work week; how does a leader continue to drive results, maintain productivity and strengthen relationships by using tools and best practices when leading from afar? This program provides cutting edge techniques and proven processes to help the virtual Manager lead their teams above and beyond their goals.

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

- Learn common practices that keep you in touch, keep employees accountable and keep the communication flowing in a virtual environment.
- Identify common pitfalls that can alienate team members, reduce results and effect productivity.
- Build confidence in leading virtually while taking advantage of the many benefits that working away from the office provides.

*Competencies Addressed: Builds Effective Teams, Communicates Effectively, Resourcefulness, Drives Engagement, Managing Ambiguity, Situational Adaptability*

## **Elevate Your Personal Leadership Brand for Women Leaders – SLC/PD**

3/9 | 9/9

8:30 am - 4:30 pm

Today, more women are seeing themselves as catalysts and leaders in helping their community navigate a new way of operating, including everything from how to conduct business to managing relationships and family. This program will enlighten, strengthen, and motivate women in leadership positions and women who are aspiring to get there. It will enable women to trust their abilities and identify their talents to be powerful forces for positive expansion and growth in their organizations. You will examine and explore the development of positive internal beliefs as essential to being an effective, successful leader. Participants will also learn the dynamics women leaders face and how they can benefit as individuals and as a collective force to impact success.

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

- Identify, own and work with personal authenticity, integrity, and vision, and enable a growth mindset.
- Explore issues and learn how to effectively and authentically claim your right to lead in your organization by enhancing strategic relationships.
- Identify your strengths and top five talents to leverage success and growth.

*Competencies Addressed: Demonstrates Self Awareness, Self-Development, Collaborates, Communicates Effectively, Courage*

## **Embracing Accountability – SLC/PD**

2/2 | 7/22

8:30 am - 4:30 pm

Accountability is serious business. Nothing wastes more time and money than a lack of accountability. In today's workplace, the concept of accountability has taken center stage as a vital business concern. When employees take ownership of the success or failure of tasks, projects, or initiatives, then an environment of trust, alignment, communication, and accountability can be created. You will learn how to create an environment of ownership for your results that create clear agreements, execution on plans, and success for your team and you.

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

- Learn a clearer, constructive approach to accountability and how it contributes to individual responsibility, empowerment, and better results.
- Evaluate the frequency and consistency of their own accountability behaviors, and determine actions to better model and inspire more accountability throughout their teams.
- Work with hands-on tools, which will dramatically help you and your team embrace and demonstrate more accountability for expected deliverables.

*Competencies Addressed: Communicates Effectively, Ensures Accountability, Interpersonal Savvy, Manages Ambiguity, Plans & Aligns*

## **Emotional Intelligence: Becoming More Effective In Reaching Others – SLC/PD**

3/11

8:30 am - 4:30 pm

Emotional intelligence and the impact it has on the personal and professional success of individuals has become one of the most talked about concepts over the last several years. This session provides an in-depth look at the domains and competencies of the emotional intelligence model, which improves your ability to affect change in yourself and others. You will learn how to recognize and identify emotions that drive behaviors. Key takeaways are how to positively influence a challenging situation or personality. Additionally, you will learn about negotiation, power, influence, teamwork, development, and service orientation.

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

- Define and use the competencies of emotional intelligence.
- Identify the difference between reacting and responding to a situation and learn how to use the react-respond model.
- Develop three personal action steps to create greater self-awareness and self-management in your personal and professional life.

*Competencies Addressed: Being Resilient, Communicates Effectively, Demonstrates Self-Awareness, Self-Development*

## **Essential Problem Solving for Team Members: Lean Six Sigma Yellow Belt – SLC/PD**

2/11 | 4/27 | 7/21 | 10/14

8:30 am - 4:30 pm

This one-day program is designed for all employees who want to learn basic problem solving. You will gain the knowledge and skills to be an effective and valuable team member on a Lean Six Sigma problem solving team. In this program leaders will learn how to use the five-step Lean Six Sigma Problem Solving process called DMAIC.

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

- To provide you with the basic knowledge and skills to be an effective team member on a Problem-Solving team.
- Understand the five-step Problem-Solving process called DMAIC (Define, Measure, Analyze, Improve, Control).
- Understand when and how to use some of the most commonly used Problem Solving tools and techniques.

*Competencies Addressed: Drive Results, Manages Complexity, Optimizes Work Performance, Plans & Aligns*

## **Executive Communication I:**

### **Building Your Business Image through Networking, Dining & Etiquette - EL**

3/10 | 10/6

8:30 am - 4:30 pm

Confidence comes from knowing that you are presenting yourself in an appropriate manner to leave your desired impression on others. In this workshop, you'll define the impression you wish to leave (i.e. your personal brand) and learn how business etiquette can support maintaining that image when dining, networking and communicating with others.

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

- Create and communicate a vision for your personal brand.
- Understand the rules of business etiquette and how they can support your personal brand with regards to making a great first impression, networking, and communicating with others.
- Learn to confidently navigate business and formal dining situations.

*Competencies Addressed: Communicates Effectively, Resourcefulness, Interpersonal Savvy, Self-Development, Situational Adaptability*

## **Executive Communication II: Elevating Your Executive Presence and Personal Brand - EL**

3/10 | 10/6

1:00 pm - 4:30 pm

When you elevate your executive presence, you unlock the ability to project mature self-confidence in a variety of workplace situations. From speaking up in a meeting, to presenting in front of a group, to giving critical feedback, having a strong executive presence makes you more effective and influential. In this class, we clearly define executive presence, walk you through a process of discovering your unique EP, and uncover strategies to mindfully use EP in your day-to-day work to accomplish your goals and reach your desired outcomes.

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

- Learn the definition and characteristics of Executive Presence by reviewing examples.
- Uncover or reaffirm your personal brand and your leadership brand.
- Learn the four indicators of Executive Presence: how you show up, visibility within the organization, how to engage and lead and business acumen.

*Competencies Addressed: Persuades, Resourcefulness, Interpersonal Savvy, Courage, Self-Development*

## **Executive Effectiveness: Key Strategies for Increasing Engagement - EL**

6/29

8:30 am - 4:30 pm

In many organizations, assuming a formal leadership role increases professional demand in a way that makes it difficult to prioritize personal wellbeing and maintain balance. There is pressure to do more and be plugged in 24/7. The research is clear that individual wellbeing, work performance and organizational outcomes suffer in the long term when leaders don't develop or maintain a foundation of physical, emotional and mental wellbeing. 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 wellbeing. It also offers opportunities for leaders to consider how they can lead teams where wellbeing 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: Being Resilient, Demonstrates Self-Awareness, Drives Results, Self-Development*

## **Fearless Positivity:**

### **Mastering Mindset in the Midst of Uncertainty with Amy Blankson - ED**

9/23

8:30 am - 4:30 pm

The world is changing so rapidly, how do we keep up and better yet flourish during these times? We all face fear, discomfort, and resistance to uncertainty and change, but our actions in the midst of these mindsets are what truly define us and provide the focus and strength to lead ourselves and our teams. Fearless positivity is not the absence of fear, but the audacious opportunity to move through it by focusing on what matters most. And, when we focus on what matters most great things can happen for our communities, organizations, teams, and ourselves. In this inspiring, interactive, and research-based program, Amy highlights leaders who have courageously chosen positivity in the midst of adversity. Leveraging learnings from positive psychology and behavioral science, she examines how negative mindsets hold us back, why some fear is actually good for us, and strategies to reframe stress to better serve others and ourselves.

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

- Examine why a positive mindset is crucial for agile/transformational leadership.
- Apply simple daily actionable strategies for mastering mindset and fostering resilience.
- Transform your natural hardwired resistance to change by implementing new healthier habits that stick.

*Competencies Addressed: Action Oriented, Courage, Interpersonal Savvy, Being Resilient, Self-Development*

## **Finance for Non-Financial Managers II - EL**

9/30

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*

## **Going from Peer to Supervisor – SLC/PD**

2/18 | 4/21 | 6/24 | 9/8 | 11/9 8:30 am - 4:30 pm

This high-energy, interactive program guides you through the transformation from individual contributor to leader. Through small group exercises, group discussions, and role playing, you explore the strategies, behaviors, and critical interactions that help assure an easier transition through this essential rite of passage for those who want to advance into management.

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

- Understand the issues and challenges of transitioning into a supervisory role.
- Address how to handle some of the common challenges presented to new supervisors.
- Become equipped to manage self and team through transition.

*Competencies Addressed: Directs Work, Resourcefulness, Self-Development*

## **Helping People Change:**

### **Coaching with Compassion for Learning and Growth with Melvin Smith, Ph.D. – ED**

10/26

8:30 am - 4:30 pm

This program will highlight the latest findings and practices on coaching featuring the work of thought leaders in this area from the Weatherhead School of Management's Department of Organizational Behavior. This interactive day will explore Weatherhead's distinctive approach to executive coaching in developing and energizing others. Grounded in the principles of Dr. Boyatzis' theory of intentional change, this approach to coaching leverages the individual's personal aspirations and desires to bring about sustained, desired change. You will also utilize real-life coaching scenarios in order to leave the program with practical application you can take back to your team and organization.

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

- Understand how to coach others for sustainable change.
- Appreciate the difference between coaching with compassion and coaching for compliance.
- Learn how coaching with compassion is a source of renewal for the coach, as well as a source of development for the person being coached.

*Competencies Addressed: Builds Effective Teams, Develops Talent, Drives Engagement, Instills Trust, Communicates Effectively*

### **Influencer: The New Science of Leading Change with Joseph Grenny – ED**

3/24

1:00 pm - 4:30 pm

We know the best leaders comprehend the importance of getting individuals to work together to accomplish goals; however, this is easier said than done. We do our best each day to motivate employees to demonstrate more concern for what we feel is important. We even provide incentives for our teams to do great work. And still, the attempts we make to exert our influence often times still fall short in us reaching our objectives. In spite of the fact that we're routinely trying to alter behavior, few of us can articulate an effective strategy to create this behavior change. It's time this changed! By drawing from the skills of many of the world's best change agents and combining them with five decades of social-science research, Joseph Grenny will help provide you with a powerful and portable model for behavior change.

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

- Successfully lead change initiatives.
- Diagnose the real causes behind the problems and create real solutions.
- Influence behavior across the organization with or without formal authority.

*Competencies Addressed: Action Oriented, Drives Engagement, Drives Results, Ensures Accountability, Instills Vision and Purpose*

### **Innovation is Everybody's Business: How to ignite, Scale, and Sustain for a Competitive Advantage with Tamara Ghandour – ED**

4/13

8:30 am - 4:30 pm

In this highly interactive and real-world based program, Tamara Ghandour is going to share how to avoid the "traps of certainty" and easily adapt the Innovation Quotient Edge program that helps leaders and teams ignite, scale, and sustain innovation through their greatest asset - themselves and the teams they lead. The Innovation Quotient Edge (IQE) program is the only proprietary tool of its kind that tells you how you naturally innovate and then gives you the tools to weave innovation into the DNA of your teams. You'll join the thousands of people across the globe that have taken the IQE assessment and unlocked their Everyday Innovator™ style for higher performance both individually and as a team. With the correlating mindset and exercises that Tamara will walk you through, you'll be able to easily implement innovation every day, avoid initiative fatigue, and transform your teams from a group of A-players to a high-performance team.

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

- Bring to life the real definition of innovation to ignite, scale, and sustain daily innovation.
- Deep dive into their Everyday Innovator™ style to become stronger leaders with more innovative voices.
- Create a lasting culture of innovation that impacts the bottom line.

*Competencies Addressed: Builds Effective Teams, Cultivates Innovation, Drives Engagement, Drives Results, Nimble Learning*

## **Intentional Purpose: Building Your Brand as a Leader with Dorie Clark – ED**

**5/13**

**8:30 am - 4:30 pm**

Being recognized as a compelling leader can dramatically accelerate your professional success. Are you where you want to be professionally? As leaders, whether you want to advance faster within your organization, move into a new position, get noticed for how well you are performing, or maybe explore other opportunities all together, one thing is clear: to succeed, you have to build a strong and credible brand that leverages your unique passions and talents. In building your brand, a leader really has a couple of choices: you can let those around you determine and manage how you are seen or you can take a proactive approach and lead the way. In this highly engaging and interactive program, Dorie Clark will first provide you with proven techniques that will help you to determine how you are currently viewed. Next, she will guide you through a step-by-step approach to building or reinventing your brand as a leader in order to increase the likelihood of you getting what you want out of work and life. But, this is not enough...being able to clearly communicate and live your brand effectively will drive you to what you want to achieve.

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

- Discover and understand how their brand is being perceived.
- Develop a roadmap to establishing and cultivating the brand they want to leverage.
- Communicate and live their brand effectively to others.

*Competencies Addressed: Builds Networks, Communicates Effectively, Demonstrates Self-Awareness, Organizational Savvy, Self-Development*

## **Leadership Essentials: Understanding Leadership & Team Development – SLC/PD**

**6/9**

**8:30 am - 4:30 pm**

Leading yourself and others starts with you. In this interactive program, you will be taking part in a DiSC self-assessment, group discussions, and activities that will help you in identifying your strengths and opportunities. Having a strong sense of “self” is not only beneficial for you, but also for others in your circle of influence. You will also identify the stages of team development and assess where your team is currently operating, as well as learn how to accelerate your team’s performance in the future.

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

- Identify the strengths, opportunities, and impacts of different leadership behaviors.
- Develop a plan to work with others whose styles are different from their own.
- Understand the four stages of team development and tactics to accelerate teams into performing at a higher level than they would as individual contributors.

*Competencies Addressed: Builds Effective Teams, Communicates Effectively, Demonstrates Self-Awareness, Drives Engagement, Self-Development*

## **Leadership Is Everyone’s Business – SLC/PD**

**1/28 | 3/25 | 6/16 | 8/19 | 10/12 8:30 am - 4:30 pm**

Today’s and tomorrow’s most successful organizations are creatively adapting to unceasing change and uncertainty by encouraging leadership at every level of the organization. The new competitive requirements: quality, innovation, customer responsiveness, and flexibility demand an organization filled with people taking the lead in improving processes, collaborating on products, and responding appropriately to ever-changing markets. Managers, while struggling to get better results with fewer people and resources, are realizing that full participation is not “good”; it is critical. In this program, you will discover how you have shown leadership in the past to meet business and personal challenges allowing you to gain the confidence and skill to increase your use of The Five Practices of Exemplary Leadership on the job.

### **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.

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

## **Leading Change - EL**

8/18 | 4/7

8:30 am - 4:30 pm

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 inhibits or contributes to effectively adapting and leading organizational change.

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

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

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

## **Leading Change at the First Level – SLC/PD**

1/14 | 3/10 | 5/27 | 8/3 | 9/29 8:30 am - 4:30 pm

The work of a manager includes a blend of leading day-to-day operations, adapting to change and leading others to successfully embrace change. Change creates uncertainty and often resistance for all involved. In this workshop, you'll gain an understanding of the human change process and the challenges it entails. You will learn what you can do to facilitate in a way that engages employees and reduces resistance. You'll learn how to anticipate reactions and avoid common mistakes.

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

- Understand best practices for leading your team through change.
- Understand common reactions to change.
- Develop approaches and tactics that optimize change adaptation.

*Competencies Addressed: Being Resilient, Courage, Manages Ambiguity, Nimble Learning, Situational Adaptability*

## **Leading Community Collaboration (COPE): Cost of Poverty Exercise - EL**

5/19

8:30 am - 4:30 pm

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 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:**

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

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

## **Leading your Employees to Great Performance: The SLII Experience™ – SLC/PD**

**6/8**

**8:30 am - 4:30 pm**

SLII® is the world's most taught leadership model! The foundation of SLII lies in teaching leaders to diagnose the needs of an individual or a team and then use the appropriate leadership style to respond to their needs in that situation. SLII Concepts introduces you to the theory of SLII in an engaging and informative way. This program is fast paced and content rich, and provides meaningful insight of SLII concepts for immediate application and impact with your team members.

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

- Learn the four Development Levels and Leadership Styles and how to match them appropriately with an employee's performance.
- Understand the values of Competence and Commitment and how a combination of these two behaviors impact motivation and your leadership approach.
- Increase the quality and quantity of the coaching you provide to your team members to enhance results, accountability, manager productivity, and employee satisfaction.

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

## **Learn, Lead & Serve - EL**

**6/9**

**8:30 am - 4:30 pm**

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*

## **Leveraging Excel, PowerPoint, and Word to Maximize Results, Communication, and Performance – SLC/PD**

**4/6 | 9/1**

**8:30 am - 4:30 pm**

Spreadsheets, word processors and slide presentations are common icons of today's workplace. Understanding basic and intermediate level functionality can increase your efficiency, elevate your self-confidence, and help you effectively communicate. In this program, we will explore a variety of topics in Microsoft Excel, Word and PowerPoint through demonstration and hands-on exercises. This program covers both foundational and intermediate level topics and is not recommended for advanced Excel, Word, or PowerPoint users.

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

- Learn to use the power of Microsoft Excel spreadsheets to track and analyze data for higher performance and decision making.
- Learn to maximize your writing and documentation skills using Microsoft Word by creating professional documents.
- Learn the most common Microsoft PowerPoint features to enhance your presentations while avoiding "Death by PowerPoint".

*Competencies Addressed: Communicates Effectively, Self-Development, Resourcefulness, Optimizes Work Processes, Manages Complexity*

## **Making a Positive Impact on Customer Relationships – SLC/PD**

**8/26**

**8:30 am - 4:30 pm**

Repeat business and referrals are crucial to the success of any business. This program will share how to make a positive impact on every internal and external customer relationship. Focusing on the importance of building relationships, you will learn how to sustain attentiveness to internal and external customer service and to overcome barriers for positive relationships. You will also learn how a positive attitude disseminates through you, to the customer.

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

- Recognize how to build and maintain long term internal and external customer relationships.
- Demonstrate how to take a positive approach to problems and complaints.
- Apply techniques to have a positive impact during every customer encounter.

*Competencies Addressed: Action Oriented, Communicates Effectively, Customer Focus, Manages Conflict, Resourcefulness*

## **Managing Conflict for Progress – SLC/PD**

**5/5**

**8:30 am - 4:30 pm**

This program is designed to equip individuals and team members with foundational skills to successfully manage conflict in a constructive way in order to produce a more positive outcome. It is for all of us who deal with conflict and have the drive to use the benefits of conflict to propel forward. When we hear the word CONFLICT most of us cringe!!! But...why? Conflict is not bad. Conflict is a natural process of development. This program will teach you how to manage conflict productively rather than stagnating you or your team. Being able to successfully function as an individual or as a team is dependent on how you manage conflict.

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

- Learn the benefits of conflict and how we can use it positively by removing the mental barrier that conflict is “bad”.
- Identify and understand your conflict management style and the benefits and challenges of their style.
- Practice moving and propelling yourself through conflict situations through application of conflict management techniques.

*Competencies Addressed: Drives Results, Collaborates, Manages Conflict, Values Differences, Communicates Effectively*

## **Marketing Essentials - EL**

**10/14**

**8:30 am - 4:30 pm**

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 marketing strategies and decision models.
- Learn about the marketing mix elements and how tactical decisions regarding these elements relate to marketing strategy.

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

## **Maximize Your Potential at Work: Individual Lean Six Sigma – SLC/PD**

**2/9**

**8:30 am - 4:30 pm**

This one-day program is designed for employees at all levels of an organization. You will learn to maximize your potential at work using an individual improvement system that will lead you to continuously upgrade the skills and processes that impact your daily work. During this program, you will learn the three step process for continuous improvement.

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

- To create and achieve goals that improve both you and your organization.
- To continuously improve your work processes.
- To continuously improve your work relationships.

*Competencies Addressed: Action Oriented, Plans & Aligns, Optimizes Work processes, Demonstrates Self-Awareness, Self-Development*

## **Navigating Difficult Conversations – SLC/PD**

**1/26 | 4/8 | 6/23 | 7/27 | 10/28 8:30 am - 4:30 pm**

Many leaders avoid initiating difficult conversations with a peer, boss, or a direct report. However, those conversations are inevitable and when avoided, prove to be costly to the organization. Reframing the conversation in your mind from a difficult to a learning conversation can help you more confidently prepare and conduct conversations which resolve issues and preserve relationships.

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

- Use a tool that assists you in preparing for a conversation you view as difficult.
- Develop an opening statement that will engage others in the conversation.
- Practice a five-step process that will help you remain composed and achieve your objective for the conversation.

*Competencies Addressed: Communicates Effectively, Manages Conflict, Self-Development, Situational Adaptability*

## **Operations Management - EL**

**11/3 8:30 am - 4:30 pm**

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*

## **Powerful Presentation Skills – SLC/PD**

**5/26 8:30 am - 1:30 pm**

In today's workplace technology has become an integral part of how we communicate. While there are many different platforms to get your message across, leaders still need to have good presentation skills to influence their audience. In this session you will learn to use powerful business presentation skills to influence behavior and help you reach desired outcomes. No matter what your role is, powerful presentation skills are a must. They are needed to influence clients, motivate employees or showcase products and services. You will learn tips to reduce nervousness, best practices for visual aids and how to have a strong connection with your audience.

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

- Gain tips to reduce nervousness and gain confidence while presenting.
- Learn how to structure a presentation for optimal audience engagement.
- Utilize powerful visuals to complement your message.

*Competencies Addressed: Communicates Effectively, Interpersonal Savvy, Persuades, Self-Development, Being Resilient*

## **Professional Communication & Presence – SLC/PD**

**8/4**

**8:30 am - 4:30 pm**

Confidence comes from knowing that you are presenting yourself in an appropriate manner to leave your desired impression on others. In this workshop, you'll define the impression you wish to leave (i.e. your personal brand) and learn how business etiquette can support maintaining that image when dining, networking and communicating with others.

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

- Create and communicate a vision for your personal brand.
- Understand the rules of business etiquette and how they can support your personal brand with regards to making a great first impression, networking, and communicating with others.
- Learn to confidently navigate business and formal dining situations.

*Competencies Addressed: Communicates Effectively, Demonstrates Self-Awareness, Persuades, Self-Development*

## **Project Leadership – SLC/PD**

**7/1 | 12/9**

**8:30 am - 4:30 pm**

Organizing and managing the day-to-day activities of a project can be challenging enough. However, successful project managers must also have the skills necessary to develop a high performing team, make and implement effective decisions, and communicate with and influence stakeholders outside the core project team. The difference between management and leadership will forever be debated, but when it comes to projects, it's a clear delineation. You manage the process and lead the people. This program focuses on the five skills necessary to effectively lead the people associated with a project.

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

- Identify, communicate with, and influence stakeholders
- Develop a productive project team
- Make effective project decisions

*Competencies Addressed: Balance Stakeholders, Decision Quality, Directs Work, Optimizes Work Processes, Plans & Aligns*

## **Project Management Essentials I & II – SLC/PD**

**3/17-18 | 6/15-16 | 9/28-29 | 11/2-3 8:30 am - 4:30 pm**

This two-day program focuses on the practical skills, tools, and techniques used to effectively manage all phases (initiation, planning, execution/control, and closing) of a project. You will spend 40% of the course working on a practical case study project in which you will experience working in small groups to clarify the project's goal and objectives, identify deliverables, create a work breakdown structure, build a schedule, and determine the project's critical path. This program is designed for individuals who are either managing, participating in, or planning to manage or participate in a project.

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

- Understand the basic terminology of project management.
- Understand the four phases involved in managing a project and be able to create a useable project schedule.
- Understand applications of management tools necessary to organize, track, control and communicate the project.

*Competencies Addressed: Action Oriented, Decision Quality, Directs Work, Drives Results, Manages Complexity, Plans & Aligns*

## **Selling for Non-Sales People – SLC/PD**

4/22

8:30 am - 4:30 pm

Customers buy from people who they know, like, and trust. This program will provide non-sales people with the fundamental skills to become a trusted advisor. Participants will gain a deeper understanding of the two rules of customer engagement to help reduce the fear of high pressured selling, gain confidence, and reinforce the importance of active listening by asking questions to become a solution provider.

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

- Learn the art of asking questions and actively listening.
- Develop long-term customer relationships that will repeat, refer, and request you.
- Learn how to overcome client resistance.

*Competencies Addressed: Drives Results, Collaborates, Communicates Effectively, Persuades, Situational Adaptability*

## **Start with the Vision:**

### **6 Steps to Effectively Plan, Create Solutions, and Take Action with Rob Shallenberger – ED**

11/17

8:30 am - 4:30 pm

When employees are asked for their biggest challenges, responses range from, "I feel overwhelmed with everything on my plate" to "We have this great opportunity, but we can't get everyone aligned." The answers span a wide range, but they all share a common issue – they need a planning process that is practical, manageable, and will help develop a way forward. During this hands-on and interactive program, each leader will tackle the most significant issue they are facing - personal or professional – then use the Six-Step Process to find a solution and develop a plan to solve it. This experience will provide a process you may use again and again in your personal and professional life! The Six-Step Process can immediately be taken back to your teams to address any issue until it becomes a part of your culture.

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

- Understand how you can use the Six-Step Process with individuals, teams, and your organization to solve your biggest problems and challenges.
- Develop a plan of *who* will do *what* by *when* to solve your biggest problems and achieve your vision.
- Learn strategies to help stay accountable and flawlessly execute your plan at a high level.

*Competencies Addressed: Ensures Accountability, Decision Quality, Plans & Aligns, Drives Results, Drives Vision & Purpose*

## **Strategic Management - EL**

11/18

8:30 am - 4:30 pm

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*

## **Strengths Based Leadership – SLC/PD**

4/29

8:30 am - 4:30 pm

Self-Awareness is one of the most critical attributes of effective leaders. Most of us have been taught that success comes from being well-rounded. However, this is an unrealistic goal and one that leads to mediocre leadership. According to research conducted by the Gallup organization, the most effective leaders invest in their own strengths, as well as those of their team, resulting in a 64% increase in employee engagement. As a part of this course, participants will complete the Strengthsfinder 2.0 assessment and begin to explore how they can leverage their personal strengths to become an effective leader.

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

- Define the benefits of focusing on your strengths as a leader.
- Explore how your strengths impact how you make decisions.
- Utilize your strengths to fulfill the four basic needs of employees.

*Competencies Addressed: Demonstrates Self-Awareness, Instills Trust, Nimble Learning, Self-Development*

## **The Art of Influencing Others – SLC/PD**

11/16

8:30 am - 4:30 pm

In the current global economy, it is essential that supervisors influence others who see things from a different perspective or when they need others to take action. Effective influencers are confident in sharing their knowledge and values and possess good interpersonal and communication skills. This program provides you with the opportunity to examine the skills, characteristics, and techniques essential in influencing others to gain support without formal authority or power.

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

- Understand the styles of influence.
- Identify the role of connections with others in influencing.
- Use a sequence of five audience-oriented steps that help persuade others.

*Competencies Addressed: Communicates Effectively, Drives Results, Interpersonal Savvy, Persuades, Situational Adaptability*

## **The Emotionally Intelligent Leader:**

### **Understanding Your EQ and Strategies for Leveraging It – SLC/PD**

6/17

8:30 am - 4:30 pm

Being able to read the emotional and interpersonal needs of a situation and respond accordingly is a leadership skill that makes your workplace interactions more productive and meaningful. In this program, you will discover your own strengths and opportunities for growth when it comes to being emotionally intelligent. A customized assessment along with interactive exercises allow you to discover specific ways to be more agile and get the results you desire.

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

- Develop an understanding of emotional intelligence and how it affects workplace performance.
- Build self-awareness of your individual emotional intelligence by interacting with a customized assessment.
- Practice flexing to other mindsets and approaches to build better workplace relationships and increase effectiveness.

*Competencies Addressed: Interpersonal Savvy, Self-Development, Drives Results, Communicates Effectively, Situational Adaptability*

## **The Energy Bus – SLC/PD**

10/19

8:30 am - 4:30 pm

Driver of Positive Change is an interactive program built around Jon Gordon's best-selling book, *The Energy Bus*. This program takes you on a transformational journey from a front line, task-driven manager into a positive leader. During this training journey, you will learn about your impact as the driver of the bus, create a positive vision, and invite your passengers (team) to be a part of your vision through inspiration, communication and the elimination of negativity. You will also create a roadmap of your positive vision to share with your peers at the session, and then with your team for implementation. Hang on for the ride of your life as you spend the day focusing on you as a leader.

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

- Learn how Leader energy influences others and how to positively manage it.
- Understand how to fuel teams across all different "passenger types."
- Improve communication and engagement to help the team toward a common vision.

*Competencies Addressed: Interpersonal Savvy, Communicates Effectively, Drives Engagement, Drives Vision & Purpose, Being Resilient*

## **The Leadership Challenge - EL**

7/27–29

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*

## **The Neuroscience of Leadership – SLC/PD**

7/7

8:30 am - 4:30 pm

Effective leadership is founded on our ability to create an environment where our teams can be most successful. We face challenges and obstacles every day that have the potential to derail our efforts. How we respond and help others to respond to these challenges impact our ultimate success. Understanding how the brain works can help us explain why some leadership tactics are more effective than others. Neuroscience can help us grasp why certain feedback, incentives, and certain managerial behaviors can trigger a "threat response." In this program, you will learn how to transform yourself and others through the power of the brain. You will also understand how the human brain works which can improve our ability to effectively handle workplace challenges.

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

- Understand how leaders inadvertently trigger a threat response in the brains of their team members and how to help them to navigate change in a neurologically sound way.
- Understand the limits of our Prefrontal Cortex and develop strategies to maximize its energy.
- Learn how to leverage the strengths of the Left and Right Hemispheres to effectively resolve an issue.

*Competencies Addressed: Manages Conflict, Self-Development, Drives Engagement, Communicates Effectively, Situational Adaptability*

## **The Power of Difference:**

### **Towards More Diverse, Equitable and Inclusive Organizations – SLC/PD**

3/3 | 10/6

8:30 am - 4:30 pm

As organizations grow more diverse in terms of their customer base and workforce; creating an equitable and inclusive environment becomes an avenue to achieve success and advance more effective forms of organizational performance, recruitment, and retention. An institution that fosters a culture of inclusion achieves a level of excellence that not only impacts the organization itself, but also the local community and the society in general. This program requires an examination of the lenses we use to value human difference and assess the effects of social systems in the lives of particular groups of individuals in our global societies. This program will take a look at why diversity, equity, and inclusion are critical for the success of any individual and organization while also reviewing best practices for its implementation.

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

- Understand the definitions of diversity, equity, and inclusion and how they can intersect with an organization's mission, structures, and culture.
- Familiarize with foundational procedures for the creation of an environment where diverse identities and perspectives are valued, welcomed, and encouraged.
- Introduce participants to the effects of social systems in the lives of particular populations and the role that equity plays in this process.

*Competencies Addressed: Develops Talent, Attracts Top Talent, Values Differences, Drives Vision and Purpose, Collaborates*

## **The Power of Positive Leadership – SLC/PD**

10/20

8:30 am - 4:30 pm

Discover the proven principles that make great leaders great for their teams. In order to succeed, you have to succeed with people, and this training shows you how. It begins with the understanding that it's not just about what you do, but what you can inspire, encourage and empower others to do. You'll learn how to build a great culture for your organization and team, lead with optimism, develop a connected and committed team and achieve superior, sustainable results.

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

- Assist leaders in building a strong and positive organization/team culture.
- Create clarity through a strong vision and focused actions to get their team there.
- Pursue excellence and hold people accountable in a positive way, while confronting, transforming and removing negativity from their team.

*Competencies Addressed: Ensures Accountability, Drives Results, Builds Effective Teams, Drives Engagement, Drives Vision & Purpose*

## **The Scientific Secrets of Perfect Timing: Lessons for Leaders with Dan Pink – ED**

10/7

1:00 pm - 4:30 pm

We all know that timing is everything. But we don't know much about timing itself. Our business, professional, and personal lives present a never-ending stream of "when" decisions: when to schedule a meeting, pitch a customer, start a new project, go to the gym, and/or take a break. Yet we make those decisions based on intuition and guesswork. Timing, it's often assumed, is an art. In this provocative and entertaining program Daniel Pink will show that timing is really a science. Drawing on a rich trove of research from psychology, biology, and economics, Dan will reveal how the hidden pattern of the day shapes our performance and how to enlist the subtle forces of beginnings, midpoints, and endings to lead more effectively. This program distills cutting-edge research and data and then synthesizes it into a compelling session packed with irresistible stories and practical take-aways. Bursting with big ideas and enduring lessons, it will transform how you think about your past, your present, and your future.

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

- Understand how their team's and their own brainpower changes over the course of the day.
- Reconfigure their schedules to maximize productivity and creativity.
- Use the effects of beginnings, midpoints, and endings to lead more effectively.

*Competencies Addressed: Decision Quality, Drives Engagement, Drives Results, Optimizes Work Processes, Plans and Aligns*

## **The Surprising Truth about Motivation with Dan Pink – ED**

10/7

8:30 am - 12:00 pm

What motivates people to do their best work? The question is central to leadership, strategy, and innovation. And this compelling, evidence-based program provides the answer. Dan Pink will explain a revised motivational operating system that when used properly can have a positive impact on our personal and professional lives. This system, which has been embraced by smart leaders and organizations around the world, promotes enduring motivation through three critical elements—autonomy, mastery, and purpose.

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

- Understand the reality of what really motivates people to do their best work.
- Reinvent performance reviews to boost employee engagement and productivity.
- Enlist the two types of purpose that science shows can dramatically boost performance.

*Competencies Addressed: Builds Effective Teams, Drives Engagement, Drives Results, Developing Talent, Drives Vision and Purpose*

## **Time Management & Personal Productivity – SLC/PD**

3/2 | 5/18 | 7/13 | 9/28 | 12/2 8:30 am - 4:30 pm

As leaders advance in the organization, one of the things they quickly realize is the way they manage their time is in direct correlation with how successfully they, along with their team, will perform. Learning how to invest your time wisely is a critical skill in the workplace, but it is one which we do not spend a great deal of time trying to learn or master. This program will answer those questions and give you tactics that can be applied when you return to your organization. Participants will be exposed to some valuable tools that will help create an immediate impact in time management and personal productivity.

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

- Plan and prioritize using proven scheduling techniques.
- Navigate common productivity obstacles.
- Engage others productively.

*Competencies Addressed: Manages Ambiguity, Optimizes Work Processes, Plans & Aligns, Self-Development*

## **Work-life Balance Transformation: Cultivating and Facilitating Change – SLC/PD**

9/16

8:30 am - 4:30 pm

The key to becoming extraordinarily effective at work and home is to master one's self-care and work-life balance practices. Self-care is a prerequisite to work-life balance. Self-care is about taking care of yourself so you can better serve those you lead and love. It's time for leaders to learn how and, more importantly, why they need to put their physical, psychological, social, and spiritual needs first. It's not about spending equal time at work, home, or in other roles in life. It's about aligning your day-to-day behaviors with your priorities in life. This program trains leaders on how to build, implement, and execute a work-life balance "Transformational" plan so they can be extremely successful at work and home.

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

- Understand how self-care practices and work-life balance struggles have been affecting leader effectiveness at work and home.
- Create desired future and goals needed for your relationships, effectiveness, and self-care.
- Build a personalized work-life balance "Transformational" plan to improve life effectiveness.

*Competencies Addressed: Being Resilient, Self-Development, Manages Ambiguity, Demonstrates Self-Awareness*

## **Workplace Storytelling to Enhance your Personal Brand – SLC/PD**

**5/4**

**8:30 am - 4:30 pm**

A compelling story is the fastest route to human connection and influence. Stories make presentations better. Stories make ideas stick. Stories help us persuade. This interactive program will teach you how to craft a captivating first-person story. You will learn about the story arc and story components, draft and share your personal story, and receive valuable feedback.

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

- Learn how to distinguish yourself and your company through the stories you tell.
- Acquire creative and powerful tools to communicate in a unique and authentic way.
- Develop a personal story that people want to hear in order to better connect with customers, employees, and colleagues.

*Competencies Addressed: Interpersonal Savvy, Communicates Effectively, Drives Engagement, Persuades, Self-Development*