A group of people working on laptops

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| **Date**  **JANUARY - JUNE 2022** | **Program** |
| 1/11 | Leading Change at the First Level |
| 1/12 | Communication Skills for Leaders |
| 1/19 | Orientation & Using Personality Type and Styles to Foster Leadership |
| 1/20 | Orientation: Understanding Leadership & Team Development |
| 1/26 | Navigating Difficult Conversations |
| 1/27 | Leadership is Everyone’s Business |
| 2/1 | Achieving Greater Outcomes – Leading with Intention & Purpose |
| 2/2 | Mentor Training |
| 2/8 | Essential Problem Solving for Team Members: Lean Six Sigma Yellow Belt |
| 2/10 | Coaching & Evaluating Performance |
| 2/16 | Assertiveness: Communicating with Impact |
| 2/16 | AM: Mentor Training |
| 2/17 | Going from Peer to Supervisor |
| 2/18 | 360 Assessment Feedback Session |
| 2/22 | Winning the Talent Wars: Attraction, High-Performance, and Retention |
| 2/24 | Effective Decision Making |
| 3/2 | Effective Leadership in a Hybrid/Blended Environment |
| 3/8 | Time Management & Personal Productivity |
| 3/9 | AM: Executive Communication I: Building Your Business Image through Networking, Dining & Etiquette  PM: Executive Communication II: Elevating your Executive Presence and Personal Brand |
| 3/10 | Leading Change at the First Level |
| 3/11 | PM: Your Field Guide to Women Lead. |
| 3/15 | The Emotionally Intelligent Leader: Understanding Your EQ and Strategies for Leveraging It |
| 3/18 | Orientation: Understanding Leadership & Team Development |
| 3/22 | Inclusive Leadership: How to Build a Culture of Belonging |
| 3/23 | Leadership is Everyone’s Business |
| 3/23-24 | Project Management I & II |
| 3/24 | Cultivating Unshakable Culture |
| 3/29 | Communication Skills for Leaders |
| 3/30 | Mentor Training |
| 3/31 | AM: Navigating Your Identity: Who You Are is How You Lead |
| 3/31 | PM: This Is Us! Identifying, Recognizing, and Leveraging the Value of ALL Leaders |
| 4/5 | Coaching For Performance |
| 4/5 | Time Management and Personal Productivity |
| 4/6 | Maximize Your Potential at Work: Individual Lean Six Sigma |
| 4/7 | Effective Decision Making |
| 4/12 | Selling for Non-Sales People |
| 4/12 | Navigating Difficult Conversations |
| 4/13 | AM: Leveraging Mentorship for Growth |
| 4/14 | Digital Wellness: Thriving in the Digital Era |
| 4/19 | Essential Problem Solving for Team Members: Lean Six Sigma Yellow Belt |
| 4/19  4/21 | (\*choose between the two dates)  **AM:** Linkage’s Advancing Women Leaders (AWL) 360° Assessment Group Feedback Session  **PM:** Linkage’s Advancing Women Leaders (AWL) 360° Assessment Group Feedback Session |
| 4/20 | Change Enthusiasm: Growing and Leading Through Change and Disruption |
| 4/21 | Going from Peer to Supervisor |
| 4/22 | Cultivating Diversity, Equity, and Inclusion in Organizations |
| 4/26 | Creating a Great Workplace Culture |
| 4/27 | Coaching & Evaluating Performance |
| 4/29 | 360 Assessment Feedback Session |
| 5/5 | Strengths-Based Leadership |
| 5/5 | Communication Skills for Leaders |
| 5/10 | Love ‘Em or Lose ‘Em: Retaining & Engaging Your Critical Talent |
| 5/11 | Effective Decision Making |
| 5/11 | Managing Conflict for Progress |
| 5/12 | Workplace Storytelling to Enhance Your Personal Brand |
| 5/12 | The Inner Game of Communication |
| 5/17 | Leading Community Collaboration (COPE) |
| 5/18 | Career Reinvention for Women Leaders: Developing Your Personal Brand |
| 5/18 | Time Management & Personal Productivity |
| 5/19 | Navigating Difficult Conversations |
| 5/24 | Orientation: Understanding Leadership & Team Development |
| 5/25 | The Power of Emotional Fitness @ Work During Challenge and Uncertainty |
| 5/26 | Powerful Presentation Skills |
| 5/26 | Leading Change at the First Level |
| 6/2 | Communication Skills for Leaders |
| 6/7 | Learn, Lead & Serve |
| 6/7 | Mentor Training |
| 6/8 | Supercharge Your Influence: Gain Power and Confidence – Next Level |
| 6/9 | Leadership Essentials: Understanding Leadership & Team Development |
| 6/14 | Leading Your Employees to Great Performance: The SL II ExperienceTM |
| 6/14-15 | Project Management I & II |
| 6/16 | Leadership is Everyone’s Business |
| 6/21 | Navigating Difficult Conversations |
| 6/21-22 | Advanced Problem-Solving for Team Leaders: Lean Six Sigma Green Belt |
| 6/22 | Going from Peer to Supervisor |
| 6/28 | Essential Practices for Effectiveness & Well-Being |
| 6/29 | Executive Effectiveness: Key Strategies for Increasing Engagement |
| 6/29 | 360 Feedback Assessment Feedback Session |
| 6/30 | Managing Conflict and Difficult Conversations: Know Your Triggers |

**\***prerequisite program required

**JULY - DECEMBER 2022**

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| **Date** | **Program** |
| 7/13 | Coaching & Evaluating Performance |
| 7/14 | Unleashing Your Inner Negotiator |
| 7/15 | Time Management & Personal Productivity |
| 7/19-21 | The Leadership Challenge |
| 7/19 | Project Leadership |
| 7/20 | Advanced Project Management |
| 7/26 | Essential Problem Solving for Team Members: Lean Six Sigma Yellow Belt |
| 7/26 | Designing Your Best Life: Create Your Personal Career Map |
| 7/27 | Navigating Difficult Conversations |
| 8/2 | Effective Decision Making |
| 8/4 | Orientation: Understanding Leadership & Team Development |
| 8/9 | Communication Skills for Leaders |
| 8/9 | Making a Positive Impact on Customer Relationships |
| 8/10 | Orientation & Using Personality Type and Styles to Foster Leadership |
| 8/11 | Leading Change at the First Level |
| 8/11 | Learn, Lead, and Serve |
| 8/16 | Leading Change |
| 8/17 | Mentor Training |
| 8/23 | Cultivating Unshakable Culture |
| 8/24 | Coaching & Evaluating Performance |
| 8/25 | Leadership is Everyone’s Business |
| 8/30 | AM: Mentor Training |
| 8/31 | Leadership & Work-Life Integration: The Hustle Without the Burnout |
| 9/8 | Effective Leadership in a Hybrid/Blended Environment |
| 9/8 | Effective Decision Making |
| 9/13 | The Energy Bus |
| 9/13 | Accounting Fundamentals: Finance for Non-Financial Managers I |
| 9/14 | The Power of Positive Leadership |
| 9/14 | Self-Leadership to Increase Work Productivity, Satisfaction, and Growth |
| 9/15 | Going from Peer to Supervisor |
| 9/15 | The Emotionally Intelligent Leader: Understanding Your EQ and Strategies for Leveraging It |
| 9/16 | 360 Assessment Feedback Session |
| 9/20 | AM: Digital Body Language: How to Build Trust and Connection, No Matter the Distance |
| 9/20 | PM: Get Big Things Done: The Power of Connectional Intelligence |
| 9/21 | Achieving Greater Outcomes – Leading with Intention & Purpose |
| 9/22 | Time Management & Personal Productivity |
| 9/27 | Building Trust: Increasing Impact in Working with Others |
| 9/28 | Leading Change at the First Level |
| 9/28-29 | Project Management I&II |
| 9/29 | Finance for Non-Financial Managers II |
| 10/4 | Orientation: Understanding Leadership & Team Development |
| 10/5 | Communication Skills for Leaders |
| 10/5 | Maximize Your Potential at Work: Individual Lean Six Sigma |
| 10/6 | The Art of Recognition & Engagement: How Great Leaders Take Care of Their People |
| 10/11 | Creating a Great Workplace Culture |
| 10/12 | The Power of Difference: Towards More Diverse, Equitable, and Inclusive Organizations |
| 10/12 | Marketing Essentials |
| 10/13 | Leadership is Everyone’s Business |
| 10/18 | The Power of Purpose: Reaching Your Goals as a Woman in Leadership |
| 10/19 | Essential Problem Solving for Team Members: Lean Six Sigma Yellow Belt |
| 10/20 | Assertiveness: Communicating with Impact |
| 10/20 | Mentor Training |
| 10/25 | Creating Your Leadership Brand and Building Professional Sustainability |
| 10/26 | Navigating Difficult Conversations |
| 10/27 | Performing Under Pressure: The Science of Emotional Intelligence |
| 11/3 | Love ‘Em or Lose ‘Em: Retaining & Engaging Your Critical Talent |
| 11/3 | Operations Management |
| 11/8 | Going from Peer to Supervisor |
| 11/8-9 | Advanced Problem-Solving for Team Leaders: Lean Six Sigma Green Belt |
| 11/10 | Coaching & Evaluating Performance |
| 11/1 | AM: Executive Communication I: Building Your Business Image through Networking, Dining & Etiquette  PM: Executive Communication II: Elevating your Executive Presence and Personal Brand |
| 11/15 | Get Unstuck: Unblocking and Activating the Wisdom of Others |
| 11/16 | Strategic Management |
| 11/16-17 | Project Management I & II |
| 11/18 | 360 Assessment Feedback Session |
| 12/1 | Time Management & Personal Productivity |
| 12/6 | The Art of Influencing Others |
| 12/6-7 | Business Simulation |
| 12/13 | Effective Decision Making |
| 12/14 | Project Leadership |
| 12/14 | Coaching for Performance |
| 12/15 | Advanced Project Management |

**\***prerequisite program required

# **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, **WL** = Women Lead. Program

**360 Assessment Feedback Session –** *SLC*

**FEB. 18 | APRIL 29 | JUNE 29 | SEPT. 16 | NOV. 18 9:00 A.M.–12:00 P.M.**

All leaders should take advantage of the "gift of feedback." This is especially true when the feedback is formalized through a 360 assessment. Participants of this session will receive feedback that has been provided by their manager, peers, direct reports, and others. The feedback is based on the quality of behaviors as perceived by the raters. In this session, a certified coach will walk participants through their feedback that will lay the foundation for the creation of a developmental plan.

### This program will help leaders:

* Identify your strengths and improvement areas based on the perception of your raters.
* Compare your self-perception within the critical competencies as compared to the perception of the other raters.
* Lay a foundation based on the feedback to start the process of a developmental plan.

***Competencies Addressed: Demonstrates Self Awareness, Self-Development, Nimble Learning, Drives Results, Collaborates***

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

**SEPT. 13 9:00 A.M.–3:00 P.M.**

Leaders will learn how to understand a firm’s financial statements, including how each of these statements is prepared in accordance with generally accepted accounting principles and how these statements provide crucial information about the firm. This basic understanding will also help leaders measure financial performance, critically assess information and make more effective business decisions. Finally, leaders will leave this session feeling more prepared to explore the financial concepts presented in the Finance for Non-Financial Managers II program.

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

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

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

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

**FEB. 1 | SEPT. 21 9:00 A.M.–4:00 P.M.**

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

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

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

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



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

JUNE 21-22 | NOV. 8-9 9:00 A.M. - 4:00 P.M.

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 additional advanced Lean Six Sigma tools and techniques.   
*\*Prerequisite: Essential Problem Solving for Team Members: Lean Six Sigma Yellow Belt*

This program will help leaders:

• Learn the basic knowledge and skills to lead Lean Six Sigma project teams.

• Understand the five-step Lean Six Sigma problem solving process called DMAIC in more detail.

• 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 – *PD*

JULY 20 | DEC. 15 9:00 A.M. - 4:00 P.M.

This one-day program is an excellent follow-up for people who attended Project Management Essentials I & II. This class takes a “deeper dive” into some of the topics that were covered in the Project Management Essentials I & II class, and covers 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 – *PD*

FEB. 16 | OCT. 20 9:00 A.M. - 4:00 P.M.

New leaders often find it challenging to be assertive in setting expectations and providing feedback to their teams. Individuals at all levels in an organization face difficulty in protecting their time, priorities, and goals. This program is designed for individuals who want to communicate their ideas and establish boundaries more confidently without feeling they are letting others down. You will be given the opportunity to identify your style and learn how to adapt it based on the situation.

This program will help leaders:

• Identify your limiting beliefs about being assertive.

• Practice saying “no” and setting boundaries.

• Analyze the benefits and risks in choosing to be assertive.

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



**Building Trust: Increasing Impact in Working with Others –** *PD*

**SEPT. 27 9:00 A.M. – 4:00 P.M.**

Trust can be hard to earn and easy to lose. So, what can organizations do to develop trust between leaders and the people they work with? The level of trust employees have with colleagues or a leader determines how well they work together, listen to one another, and rely on each other to get things done. In fact, the primary factor affecting employee turnover is whether or not a trusting relationship was developed between the leader and the employee. Yet many people are unaware of the actions that build or erode trust. Based on the Building Trust Model™, Blanchard’s Building Trust program teaches people how to build trust and, if it’s been broken, how to repair it.

**This program will help leaders:**

• Recognize the impact of how your behaviors build or erode trust in the workplace.

• Understand the four elements of trust, Building Trust Model™, to enhance trusting relationships.

• Learn a three-step process for rebuilding trust.

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

**Business Simulation –** *EL*

**DEC. 6-7 9:00 A.M.–4:00 P.M.**

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

**This program will help leaders:**

•     “Run an organization” from a management or executive perspective.

•     Integrate the various business and leadership skills learned throughout the emerging leader program.

•     Lead and work cooperatively in a team environment.

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

**Career Reinvention For Women Leaders: Developing Your Personal Brand –** *PD*

**MAY 18 9:00 A.M. – 4:00 P.M.**

This program highlights the importance of personal branding for women professionals. Personal branding is about creating an individualized marketing campaign that helps leaders stand out from the crowd and enables career advancement. Too often, women sell themselves short. This session will highlight ways to utilize positive affirmation and their personal brand to succeed in their personal and professional lives. Through small group discussion and reflection, participants uncover the key steps that will help to establish their credibility, show their unique value, and distinguish themselves in their career. Time will also be spent learning how to create an effective social media profile with LinkedIn, Facebook, and Twitter to further communicate personal brand.

**This program will help leaders:**

• Develop a unique brand and use it to succeed in your career.

• Understand why personal branding is essential for women's professional growth.

• Leverage ways to powerfully communicate your brand and build credibility.

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



Coaching & Evaluating Performance – *PD*

FEB. 10 | APRIL 27 | JULY 13 | AUG. 24 | NOV. 10 9:00 A.M. - 4:00 P.M.

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 the team, reach their peak performance. This session 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 will also explore the performance review process and how to conduct performance appraisals.

This program will help leaders:

• Describe the key elements of an effective performance evaluation process.

• Use an analysis tool to identify the root cause of the performance issue.

• Demonstrate the first step of the coaching conversation.

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

**Change Enthusiasm: Growing and Leading Through Change and Disruption with Cassandra Worthy** *– ED*

**APRIL 20 9:00 A.M.–4:00 P.M.**

For your organization, team, and/or you to be successful during times of change and disruption what must occur? You must embrace the power to become a *Change* *Enthusiast*. A *Change Enthusiast* (noun) is: 1) one who is inspired to grow by harnessing the power of emotion; 2) one who trusts the fear, anxiety, frustration, anger, and/or grief that change brings to be signals directing them to their greatest growth opportunities; 3) one who practices *Change Enthusiasm*. Beyond the practical application of becoming a *Change Enthusiast*, you will be introduced and armed with the six C.H.A.N.G.E. Traits® to assist you to avoid common pitfalls in leading and influencing through change. Whether you are facing a self, team, and/or organizational change, this program will help you to embrace and accelerate change and the transformational journey.

### This program will help leaders:

* Establish a growth mindset to view change as something that happens *for* you vs. *to* you.
* Build the necessary soft skills of C.H.A.N.G.E. Traits® required to effectively lead and influence through change.
* Develop an action plan to help you navigate through change and disruption.

***Competencies Addressed: Action Oriented, Being Resilient, Drives Engagement, Organizational Savvy, Situational Adaptability***

**Coaching & Evaluating Performance –** *SLC*

**APRIL 27 | JULY 13 | AUG. 24 | NOV. 10 9:00 A.M.–4:00 P.M.**

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 the team, reach their peak performance. This session 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 the key elements of an effective performance evaluation process.
* Use an analysis tool to identify the root cause of the performance issue.
* Demonstrate the first step of the coaching conversation.

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

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**Coaching For Performance –** *EL*

**APRIL 5 | DEC. 14 9:00 A.M.–4:00 P.M.**

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

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

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

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

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

JAN. 12 | MAR. 29 | MAY 5 | JUNE 2 | AUG. 9 | OCT. 5 9:00 A.M. - 4:00 P.M.

As professionals today, our writing and thinking skills are showcased daily through e-mail and other forms of messaging, including both in-person and virtual meetings. Employees at all levels need to be able to communicate ideas effectively to customers, vendors, co-workers, and management – and build meaningful relationships in the process. This session will provide hands-on practice with key strategies for expressing yourself clearly and optimizing your professional credibility as you move into supervisory and/or leadership roles.

This program will help leaders:

• Showcase your professional “brand” through writing, including crafting routine emails for optimal readability and goodwill.

• Motivate audience action through behavioral-style messages.

• Build your team, whether in person or remotely, through effective meetings and other forms of professional engagement.

**Competencies Addressed: Action Oriented, Communicates Effectively, Drives Engagement, Interpersonal Savvy, Persuades**

**Creating A Great Workplace Culture –** *EL*

**APRIL 26 | OCT. 11 9:00 A.M.–4:00 P.M.**

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

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

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

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

Creating Your Leadership Brand and Building Professional Sustainability – *PD*

OCT. 25 9:00 A.M. - 4:00 P.M.

Maintaining your status as a great leader takes ongoing time and commitment. It requires creating and maintaining a level of influence, presenting yourself with confidence, and remaining focused on leadership and career development. In this session, you will learn how to define and strengthen your personal leadership brand, understand the importance of leadership and career goals, and how to develop your professional network.

This program will help leaders:

• Strengthen your leadership brand.

• Understand how to create a level of influence.

• Present with effectiveness and confidence.

**Competencies Addressed: Courage, Demonstrates Self-Awareness, Self-Development, Being Resilient, Situational Adaptability**



Cultivating Diversity, Equity, and Inclusion in Organizations – *PD*

APRIL 22 9:00 A.M. - 4:00 P.M.

The task of combating discrimination and bias is the responsibility of all employees and requires education, introspection, and commitment. This program will focus on these three areas and will prepare participants to view things from a diverse, equitable lens. Through reflection, activities, and discussion, leaders will gain new insights, dive into sensitive issues, and expand their inclusion and equity lens. Issues of race, bias, and privilege will be further explored, along with the impact on the workplace.

This program will help leaders:

• Understand diversity, inclusion, and equity and their importance in fostering organizational culture.

• Identify the challenges and barriers to inclusion and how to combat them.

• Gain an understanding of implicit bias and its' impact.

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

****Cultivating Unshakable Culture – *PD*

MAR. 24 | AUG. 23 9:00 A.M. - 4:00 P.M.

Organizational cultures change over time and the success of having a positive work environment rests on how well the leaders and employees adapt to those changes. The target is always moving as the needs of an organization and our environment are changing. In evaluating the culture of any organization, it is essential to assess the basic job satisfaction, work/life balance, collaboration/productivity levels, and for leadership to “walk the talk”. In this session, learn how to define company culture, solidify that culture within your team, and open organizational communication.

This program will help leaders:

• Understand how to define your organization’s value systems and environment.

• Use culture in attracting and retaining good employees.

• How to recognize and consistently overcome obstacles of change.

**Competencies Addressed: Drives Results, Interpersonal Savvy, Attracts Top Talent, Drives Engagement, Drives Vision & Purpose, Situational Adaptability**

**Designing Your Best Life: Create Your Personal Career Map –** *WL*

**JULY 26 9:00 A.M.–4:00 P.M.**

How does your work align with the life you wish to live? Are you often too busy balancing career tasks and family obligations to dedicate time to planning your professional future? This program engages you in an exercise designed to imagine and plan for different career paths beyond your current professional setting. For each potential career trajectory, you will explore important questions, including: what skills do I need, will this path make me happy, what personal and family factors must I consider, and who will I need to talk with to make this a reality? You will complete a career map that will guide your path to a carefully-chosen future which you can employ in years to come.

**This program will help leaders:**

• Critically examine your current career trajectory.

* Identify the professional and personal factors most important to career planning.
* Create a career map that will aid in planning a professional trajectory.

***Competencies Addressed: Drives Vision and Purpose, Demonstrates, Self-Awareness, Self-Development, Being Resilient***



**Digital Body Language: How to Build Trust and Connection, No Matter the Distance with Erica Dhawan** *– ED*

**SEPT. 20 9:00 A.M.–12:00 P.M.**

In this program, Erica Dhawan, a go-to thought leader on collaboration and a passionate communication junkie, combines cutting edge research with engaging storytelling to decode the new signals and cues that have replaced traditional body language across genders, generations, and culture. In real life, we lean in, uncross our arms, smile, nod and make eye contact to show we listen and care. Online, reading carefully is the new listening. Writing clearly is the new empathy. And a phone or video call is worth a thousand emails. Digital body language will turn your daily misunderstandings into a set of collectively understood laws that foster connection, no matter the distance. You will leave this

program having a better understanding and skills to impact the way we communicate today―from video meetings and daily emails to texts, IMs, and conference calls―and have insights and solutions to build trust and clarity to anyone in our ever changing world.

### This program will help leaders:

* Understand your collaboration style and the digital body language signals you’re broadcasting (intended or not!).
* Create cultures of maniacal clarity in email, phone, IM, text, video mediums, and even live meetings in the new normal.
* Develop a collaboration strategy to create the highest performing teams and relationships.

***Competencies Addressed: Collaborates, Communicates Effectively, Drives Engagement, Drives Results, Instills Trust***

**Digital Wellness: Thriving in the Digital Era –** *PD*

**APRIL 14 9:00 A.M. – 4:00 P.M.**

In a world that feels like it’s constantly ‘on’, it’s no surprise that many people experience digital burnout and sensory overload. Navigating the demands of life online and feeling pressure to be constantly connected and available can leave us feeling exhausted, anxious, and stressed out. In this program, we will explore the impact of mainstream technologies and offer you strategies to reboot your digital wellness. You’ll have the opportunity to consider how your online habits may be impacting your success and learn several practices to use technology mindfully.

**This program will help leaders:**

• Explore how technology impacts our health, productivity, and quality of life.

• Identify the warning signs of technology overuse and distress.

• Discover practices to improve your relationship with technology.

***Competencies Addressed:* Being Resilient, Self-Development, Situational Adaptability, Demonstrates Self-Awareness, Tech Savvy**

Effective Decision Making – *PD/SLC*

FEB. 24 | APRIL 7 | MAY 11 | AUG. 2 | SEPT. 8 | DEC. 13 9:00 A.M. - 4:00 P.M.

Question - What shapes an individual’s career and life, as well as defines them as a leader? Answer - Their decisions.

Gallup has spent five decades studying leaders at all levels of an organization and found two elements that consistently characterize effective leaders. One of those elements is making effective decisions. Just like an individual’s success is shaped by their decisions, so is the success of an organization. Whether it's decisions about how to integrate change, strategic direction, new technology, or how to best develop and market their products/services; every opportunity seized or missed is the result of a decision that someone makes. What does it take to make a great decision? Leaders are constantly making and implementing decisions, but few examine the process or know how to assess the quality of their decisions. In today's environment, the impact of a poorly made decision can be costly. On the other hand, a great decision can produce results that will move an organization forward. This program utilizes group exercises and real-world case studies to provide participants with a process and the tools for making effective decisions.

This program will help leaders:

• Learn four distinct styles of decision making and when to apply them.

• Learn how to apply some “quality control” to the decisions you make.

• Understand various tools that aid the decision-making process.

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

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Effective Leadership in a Hybrid/Blended Environment – *PD*

MAR. 2 | SEPT. 8 9:00 A.M. - 4:00 P.M.

In the ever-changing environment of leading teams that are now working in both a virtual and office environment during the week; how does a leader continue to drive results, maintain productivity, and strengthen relationships by using tools and best practices when leading? This program provides cutting edge techniques and proven processes to help the manager lead their teams above and beyond their goals, no matter where they may be located.

This program will help leaders:

• Learn common practices that keep you in touch, keep employees accountable, and keep the communication flowing in a hybrid/blended environment.

• Identify common pitfalls that can alienate team members, reduce results, and affect productivity.

• Build confidence in leading virtually and in-person, while taking advantage of the many benefits that hybrid/blended offices provide.

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

**Essential Practices for Effectiveness & Well-Being –** *PD*

**JUNE 28 9:00 A.M. – 4:00 P.M.**

The key for employees to become extraordinarily successful at work and home is to adopt effective habits that support their well-being. When employees take care of themselves, they can better serve their customers and colleagues. In this program, employees will learn strategies to align day-to-day behaviors with their professional and personal goals.

**This program will help leaders:**

• Understand how to manage mindset by removing mental clutter such as worry, regret, and indecision.

• Learn to eliminate unnecessary stress and tolerances that lower the quality of life and work.

• Discover practices for self-care, energy management, and work-life harmony to increase effectiveness.

***Competencies Addressed: Being Resilient, Self-Development, Situational Adaptability, Demonstrates Self-Awareness***

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

FEB. 8 | APRIL 19 | JULY 26 | OCT. 19 9:00 A.M. - 4:00 P.M.

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:

• Learn 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*

**MAR. 9 | NOV. 1 9:00 A.M.–12:45 P.M.**

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:**

* Learn how creating a personal brand and using business etiquette will help harness the power that comes from a positive first impression whether it’s made in person, virtually, or through networking.
* Learn modern business etiquette for communication skills including verbal, nonverbal and electronic communication.
* Learn to confidently navigate networking and business dining situations.

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





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

**MAR. 9 | NOV. 1 1:00 P.M.–4:00 P.M.**

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*

**JUNE 29 9:00 A.M.–4:00 P.M.**

In many organizations, assuming a formal leadership role increases professional demand in a way that makes it difficult to prioritize personal 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***

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

**SEPT. 29 9:00 A.M.–4:00 P.M.**

Using a case study approach, this session focuses on understanding key financial indicators and gives insight into both the causes and the consequences of weak financial performance. Having an understanding of these concepts will allow 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***

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**Get Big Things Done: The Power of Connectional Intelligence with Erica Dhawan** *– ED*

**SEPT. 20 1:00 P.M.–4:00 P.M.**

We typically associate success and leadership with smarts, passion, and luck. But in today’s hypercompetitive world, even those gifts aren’t enough. Get Big Things Done argues that the game changer is a thoroughly modern skill called Connectional Intelligence. Virtually anyone can maximize his or her potential, and achieve breakthrough performance, by developing this crucial ability. So, what is it? Put simply, Connectional Intelligence is the ability to combine knowledge, ambition, and human capital, forging connections on a global scale that create unprecedented value and meaning. As radical a concept as Emotional Intelligence was went it was first introduced, Connectional Intelligence is changing everything from business and sports to academics, health, and politics by quickly, efficiently and creatively helping people enlist supporters, drive innovation, develop strategies, and implement solutions to big problems.

### This program will help leaders:

* Learn successful tactics to address communication overload and create authentic digital and in-person relationships.
* Discover how to break down silos and keep teams aligned, accountable, and motivated beyond in-person meetings.
* Gian specific actions to foster loyalty, respect, collaboration, and innovation across all stakeholder networks regardless of physical distance.

***Competencies Addressed: Action Oriented, Builds Networks, Collaborates, Communicates Effectively, Drives***

***Results***

**Get Unstuck: Unlocking and Activating the Wisdom of Others with Craig Lemasters** *– ED*

**NOV. 15 9:00 A.M.–4:00 P.M.**

*W = K x E; Wisdom equals Knowledge multiplied by Experience*. This radically different approach will accelerate progress and maximize output across your team and allow you to move confidently through some of your most challenging issues. Craig calls this rapid cycle learning. This approach has helped hundreds of senior leaders within dozens of Fortune 500/Global 2000 organizations get unstuck, generating over $400 million in revenue. In this program, you will learn the four steps to unlock wisdom-based learning. With hands-on exercises, you will take your organization’s most pressing challenges and work your way through the steps of wisdom-based learning to map out not only the most efficient way to meet your goals, but also how to form messaging for communication to unite your team and provide vision.

### This program will help leaders:

* Understand the four-step wisdom-based approach to improve individual and organizational grit.
* Identify where you are stuck (A) and where you want to be (B) by building an execution road map.
* Communicate clearly to build alignment and achieve commitment across your team.

***Competencies Addressed: Collaborates, Communicates Effectively, Decision Quality, Drives Results, Manages Complexity***

Going from Peer to Supervisor – PD */ SLC*

FEB. 17 | APRIL 21 | JUNE 22 | SEPT. 15 | NOV. 8 9:00 A.M. - 4:00 P.M.

This interactive program guides you through the transformation from individual contributor to leader. Through small group exercises, group discussions, and skill practice, 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 or have recently advanced 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, Drives Results, Interpersonal Savvy, Resourcefulness, Self-Development**

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**Inclusive Leadership: How to Build a Culture of Belonging with Heather R. Younger** *– ED*

**MAR. 22 9:00 A.M.–4:00 P.M.**

Building a culture of belonging, educating yourself about others’ experiences and challenges, and staying committed for the long haul is essential. Heather will use her intimate knowledge to inspire leaders to flex their empathy muscles and master the art of active listening to ensure every employee feels valued, respected, and supported. Leaders who actively listen to team members, establish a sense of belonging and inclusion by honoring their employees’ diverse experiences and perspectives. These inclusive leaders encourage and support honest conversations in authentic ways and create a culture for all employees to excel.

### This program will help leaders:

* Harness the power of active listening while encouraging others to speak up and be heard.
* Develop practices that treat others with civility, dignity, respect, and fairness.
* Create a culture that fosters employees to show up as their most authentic self.

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

### *Trust, Values Differences*

**Leadership And Work-Life Integration: The Hustle Without The Burnout –** *WL*

**AUG. 31 9:00 A.M.–4:00 P.M.**

Understanding the need to focus on well-being is paramount to enhancing work-life integration for women leaders. In this program, numerous well-being strategies will be shared to incorporate into the daily lives of women leaders. This dynamic program encourages women leaders to assess overall insights to examine elements of purpose, passion, relationships, and vision that contribute to well-being at work and in life.

**This program will help leaders:**

* Understand how prioritizing wellbeing contributes to their own effectiveness as female leaders, supports their teams, and helps them better achieve organizational outcomes.
* Identify and operationalize their values to use as the foundation for balance and effective decision-making in the workplace.
* Learn strategies for attending to their physical, emotional, and mental energy so they can show up in alignment with their values and best serve their teams.

***Competencies Addressed: Being Resilient, Drives Engagement, Situational Adaptability, Courage, Drives Vision and Purpose***

Leadership Essentials: Understanding Leadership & Team Development – *PD*

JUNE 9 9:00 A.M. - 4:00 P.M.

Effective leadership starts with you. In this interactive program, you will utilize a DiSC self-assessment that will help you understand your personal workplace priorities, motivators, and stress triggers. With personalized insights and actionable strategies, you will learn how to adapt to the style of others, ultimately improving engagement and collaboration. You will also learn about other style types, understand the differences and similarities among styles, and identify strategies to build more high-performance teams to deliver on the mission and vision of your organization.

This program will help leaders:

• Identify personal strengths, opportunities, and impacts of workplace behaviors.

• Develop a plan to work with others whose styles are different from their own.

• Learn how to strengthen team dynamics in order to accelerate high performance.

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



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

JAN. 27 | MAR. 23 | JUNE 16 | AUG. 25 | OCT. 13 9:00 A.M. - 4:00 P.M.

Todays and tomorrows most successful organizations are creatively adapting to unceasing change and uncertainty by encouraging leadership at every level of the organization. The new competitive requirements of 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 your 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*

**AUG. 16 9:00 A.M.–4:00 P.M.**

How does the human brain deal with change? As a leader, you are responsible for successfully leading yourself and your team through organizational change along with helping your direct reports further develop their change adaptation capabilities. This program will deepen your understanding of what the brain needs to adapt effectively to change, and will increase your skills in three areas: personally adapting to change, leading others through change, and building/increasing change adaptation competence.

**This program will help leaders:**

•     Understand the human brain’s natural reactions to significant change.

•     Deepen awareness of effective change leadership tactics.

•     Recognize the primary keys to being consciously change resilient.

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

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

JAN. 11 | MAR. 10 | MAY 26 | AUG. 11 | SEPT. 28 9:00 A.M. - 4:00 P.M.

In addition to leading day-to-day operations, managers are also responsible for adapting to change and for leading others to adapt to change. This program will deepen your understanding of what the brain needs to adapt effectively to change and will increase your skills in three areas: personally adjusting to change, leading others through change, and building/increasing change adaptation competence.

This program will help leaders:

• Understand the human brain’s natural reactions to significant change.

• Deepen awareness of effective change leadership tactics.

• Recognize the primary keys to being consciously change resilient.

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

**Leading Community Collaboration (COPE) –** *EL*

**MAY 17 9:00 A.M.–4:00 P.M.**

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

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

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

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

Leading Your Employees to Great Performance: The SLII ExperienceTM – *PD*

JUNE 14 9:00 A.M. - 4:00 P.M.

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 introduce 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*

**JUNE 7 9:00 A.M.–4:00 P.M.**

A leader’s responsibility to make a difference extends beyond his or her professional life and into the community. This program will explore opportunities for leaders to demonstrate their ability to lead in the community. Emerging leaders will spend one day not only putting their newly honed leadership skills to work, but also serving the Dayton community and making a difference.

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

* 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***

**Learn, Lead, And Serve –** *WL*

**AUG. 11 9:00 A.M.–4:00 P.M.**

A leader’s responsibility to make a difference extends beyond her professional life. By leveraging the connections you’ve made and the women’s organizations you’re already supporting, this program will explore opportunities for leaders to skillfully step into service and deepen their impact in the community. Through the combined power of the women leaders in the group, the day will be spent serving the Dayton community and making a difference for women in our area. The collaborative nature of this experience is sure to provide a unique advantage to nonprofit organizations looking to achieve extraordinary things.

**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 Networks, Customer Focus, Organizational Savvy, Optimizes Work Processes, Resourcefulness***



**Leveraging Mentorship For Growth –** *WL*

**APRIL 13 9:00 A.M.–12:00 P.M.**   
In this program, you set a foundation for you and your mentor to discuss and leverage preferred styles of mentoring, the frequency of your meetings, and ensure that the strategies used in the coming mentoring meetings allow for career mapping and goal setting to be maximized. These advising sessions will give you the opportunity to build self-awareness on how your behaviors are perceived and what is needed to be recognized as a high impact leader.

**This program will help leaders:**

* Gain a unique understanding of how your mentor and you prefer to give and receive mentoring.
* Get insight and feedback from your mentor on a current leadership issue you are facing and develop a plan to address the issue.
* Set a schedule for sessions to begin to map out realistic goals to accomplish through the Women Lead. experience.

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

**Linkage’s Advancing Women Leaders (Awl) 360° Assessment Group Feedback Session** – *Wl*

**APRIL 19 9:00–11:30 A.M. | APRIL 21 1:00–3:30 P.M. (\**choose between the two dates*)**Feedback and insight is key to self-awareness and improvement. Your Linkage’s Advancing Women Leaders (AWL) 360° Assessment report represents an opportunity to build self-awareness through a detailed examination of how your leadership behaviors are perceived. This introspective review will give you powerful tools for development through insights that cover your leadership strengths and areas of opportunity to continue to develop. You will leave the program with a framework to complete a development plan to share with your manager, mentor, and others to help improve your leadership and accountability.

**This program will help leaders:**

* Receive valuable feedback on your strengths and skills from your manager, direct reports, peers, and others.
* Start creating a development plan that will strategically assist you in maximizing your strengths and/or positively impacting your areas of opportunity.
* Understand how to implement your plan in order to maximize your success as a leader.

***Competencies Addressed: Demonstrates Self-Awareness, Self-Development, Balances Stakeholders, Values Differences, Being Resilient***

**Love ‘Em or Lose ‘Em:  Retaining & Engaging Your Critical Talent –** *PD*

**MAY 10 | NOV. 3 9:00 A.M. – 4:00 P.M.**

What keeps talent? Why do some organizations retain their top performers while others drive them away? ln today’s competitive marketplace, in which organizations must continually fight for their very survival, stopping the talent drain, and nurturing the loyalty and performance of talented employees is crucial. Shortsighted managers believe that key talent will stay. They believe it's about money, perks, and benefits over which they have no control. Employees want fair pay, and they also want challenging, meaningful work, a chance to learn and grow, recognition, respect, and a leader who supports them in their development. The question for most leaders is how to do this in a "no time to do it" and/or "low cost" environment. This program lays out a menu of practical "how-to" strategies that leaders at any level can apply to drive the higher levels of engagement and retention that directly impact quality.

**This program will help leaders:**

• Understand why employee engagement matters to you, the people on your team, and the organization.

• Know the significant influence that managers have as "Talent-Focused Leaders" to impact engagement and retention.

• Introduce 26 engagement practices and action tips for leaders, including practice in asking questions and conducting Stay Conversations.

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



Making a Positive Impact on Customer Relationships – *PD*

AUG. 9 9:00 A.M. - 4:00 P.M.

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 And Difficult Conversations: Know Your Triggers** – *WL*

**JUNE 30 9:00 A.M.–4:00 P.M.**

Conflict and tough conversations can stall projects, create toxic cultures, and derail a woman’s career if improperly handled. Conflict erodes trust and costs organizations billions of dollars annually. Women may feel that they need to sidestep conflict and difficult conversations, however, this program will show how to successfully step into a conflict and difficult conversations with confidence.

**This program will help leaders:**

* Understand your triggers, and use a tool to identify conflict styles and how to use them effectively in the workplace.
* Practice how to prepare and handle difficult conversations with grace.
* Learn to build trust within teams to create a more positive work environment where positive conflict can lead to greater creativity.

***Competencies Addressed: Communicates Effectively, Interpersonal Savvy, Values Differences, Builds Effective Teams, Manages Conflict***

**Managing Conflict for Progress –** *PD*

**MAY 11** 9:00 A.M. - 4:00 P.M.

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 you 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 this 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*

**OCT. 12 9:00 A.M.–4:00 P.M.**

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

**This program will help leaders:**

•     Understand the market positioning of a firm and the relationship of marketing with other functional areas of the organization.

•     Apply marketing strategies and frameworks.

•     Learn strategies to drive awareness, acquire new customers, enable consideration, conversion, and retain loyal customers to drive growth for organizations.

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

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

APRIL 6 | OCT. 5 9:00 A.M. - 4:00 P.M.

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:

• Create and achieve goals that improve both you and your organization.

• Continuously improve your work processes.

• Continuously improve your work relationships.

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

**Mentor Training –** *EL*

**FEB. 16 | AUG. 30 9:00 A.M.–12:00 P.M.**

This session offers critical training for both emerging leaders and mentors to help start the mentoring relationship on the right track. Emerging leaders and their mentors attend this session together and leave with a better understanding of what formal mentoring truly entails. Using a unique process that identifies and leverages preferred styles of mentoring, we help you clearly define your unique mentoring relationship. Emerging leaders and mentors collaboratively outline the expectations and guidelines for how to best work together during the next year to foster the development of both emerging leaders and mentors.

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

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

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





**Mentor Training –** *SLC*

**FEB. 2 | MARCH 30 | JUNE 7 |** **AUG. 17 | OCT. 20 9:00 A.M.–12:00 P.M.**

This session offers critical training for both first-level leaders and mentors to help start the mentoring relationship on the right track. First-level leaders and their mentors attend this session together and leave with a better understanding of what formal mentoring truly entails. Using a unique process that identifies and leverages preferred styles of mentoring, we help you clearly define your unique mentoring relationship. First-level leaders and mentors collaboratively outline the expectations and guidelines for how to best work together during the next six months to foster the first-level leader’s development.

### This program will help leaders:

* Recognize the difference between formal and informal mentoring.
* Assess the preferred mentoring styles and the styles of their partner.
* Understand and practice four different styles of mentoring and there uses.

***Competencies Addressed: Builds Networks, Demonstrates Self-Awareness, Drives Engagement, Interpersonal Savvy, Self- Development***

Navigating Difficult Conversations – *PD*

JAN. 26 | APRIL 12 | MAY 19 | JUNE 21 | JULY 27 | OCT. 26 9:00 A.M. - 4:00 P.M.

Leaders often delay or avoid initiating difficult conversations especially when they anticipate an emotional reaction. However, avoiding these conversations can be costly to your organization, the other employee involved, and your career. When a conversation is approached with a positive and learning intent, relationships are strengthened, morale and trust improve, and productivity is higher.

This program will help leaders:

• Recognize your use of emotional intelligence and empathy in creating a comfortable and effective conversation.

• Create and practice an opening statement that will engage others in the conversation.

• Identify and practice a five-step process that will help you prepare, initiate, and conduct a conversation that you view as difficult.

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

**Navigating Your Identity: Who You Are Is How You Lead –** WL

**MAR. 31 9:00 A.M.–12:00 P.M.**   
The fundamental question of identity - “Who are you?” - is not always easily answered or accurately perceived. Many women feel the need to change something about themselves in order to fit in at work. In this program, you will talk candidly about what identity-management is necessary, what seems forced, and what may cause unnecessary stress. You will consider the basics of social identity, how women in leadership face inaccurate perceptions of their identity, and how an organization’s culture can make negotiating one’s own identity at work easier.

**This program will help leaders:**

* Learn and apply key components of social identity to better understand how your own sense of identity as a female leader influences your experiences at work.
* Consider ways in which your own preferences for disclosing identity and others’ perceptions of your identity influence your workplace relationships.
* Analyze your organization’s culture and inventory sources of support in navigating your own workplace identity.

***Competencies Addressed: Situational Adaptability, Demonstrates Self-Awareness, Interpersonal Savvy, Self-Development, Values Differences***





**Orientation & Using Personality Type and Styles To Foster Leadership** – *EL*

#### **JAN. 19 | AUG. 10 9:00 A.M.–4:00 P.M.**

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

**This program will help leaders:**

• Comprehend the components of "type" and hone leadership skills through a better understanding of one’s "type."

• Identify how personality type affects leadership behavior and communication style.

• Use "type" to enhance problem-solving skills.

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

## Orientation: Understanding Leadership & Team Development – *SLC*

### JAN. 20 | MAR. 18 | MAY 24 | AUG. 4 | OCT. 4 9:00 A.M.–4:00 P.M.

Effective leadership starts with you. In this interactive program, you will utilize a DiSC self-assessment that will help you understand your personal workplace priorities, motivators, and stress triggers. With personalized insights and actionable strategies, you will learn how to adapt to the style of others, ultimately improving engagement and collaboration. Learn about other style types, understanding the differences and similarities among styles, and identify strategies to build more high-performance teams to deliver on the mission and vision of your organization.

### This program will help leaders:

* Identify personal strengths, opportunities, and impacts of workplace behaviors.
* Develop a plan to work with others whose styles are different from your own.
* Learn how to strengthen team dynamics in order to accelerate high performance.

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

**Operations Management –** *EL*

**NOV. 3 9:00 A.M.–4:00 P.M.**

This workshop focuses on the strategies and techniques of business processes and supply chain management for ensuring superior operational and overall performance. Topics include operations and business processes, improvement approaches and tools, extending from single-organization operations to supply chain management. Leaders will leave this program with a better understanding and appreciation of operations management. The impact that operations have on an organization can be tremendous, so understanding how it works plays an important role in leading.

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

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

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





**Performing Under Pressure: The Science of Emotional Intelligence with Bill Benjamin** *– ED*

**OCT. 27 9:00 A.M.–4:00 P.M.**

The best performers manage stressful situations effectively. This all starts by understanding the science behind how pressure impacts the brain and then using this insight to better manage through the situations more effectively. Whether you are a leader or want to increase your individual performance (or both), this program will teach you the foundational principles and brain science of Emotional Intelligence (EI). Focusing on managing your emotions under pressure, this program will enable you to increase your personal leadership by learning how to manage your emotional brain in your most difficult moments. This will then allow you to influence and engage others and connect with them in a more meaningful way.

### This program will help leaders:

* Understand the brain science of emotions that drives your behavior under pressure.
* Identify patterns, triggers, and emotional habits that either drive or derail your performance.
* Learn practical strategies to help you respond skillfully as pressure and complexity increase.

***Competencies Addressed: Communicates Effectively, Demonstrates Self-Awareness, Drives Results, Manages Conflict, Situational Adaptability***

Powerful Presentation Skills – *PD*

MAY 26 9:00 A.M. - 4:00 P.M.

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**

Project Leadership – *PD*

JULY 19 | DEC. 14 9:00 A.M. - 4:00 P.M.

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. This program focuses on 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 – *PD*

MAR. 23-24 | JUNE 14-15 | SEPT. 28-29 | NOV. 16-17 9:00 A.M. - 4:00 P.M.

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 initiate, plan, execute/control, and close a project.

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

**Self-Leadership to Increase Productivity, Work Satisfaction, and Growth –** *PD*

**SPET. 14 9:00 A.M. – 4:00 P.M.**

This program is for individual contributors, managers, and leaders who want to be more productive and satisfied at work. We all place constraints on what we perceive we can accomplish. You will learn how to challenge your “Assumed Constraints” by leveraging your “Five Points of Power.” The program discusses the importance of being proactive by matching leadership styles from those who can provide additional direction on what you need to succeed. Participant will be exposed to their own perceptions of self-leadership by analyzing results from a management questionnaire. Lastly, the participant will be introduced to a one on one tool that will enhance the meetings between themselves and their manager.

**This program will help leaders:**

• Identify “Assumed Constraints” which are those perceived barriers which can be transcended or avoided.

• Learn the “Five Sources of Power” at work and how each can be activated to help achieve goals along with experiencing greater autonomy and competence.

• Learn to leverage a common language of leadership around specific support needs between a leader and team member.

***Competencies Addressed: Action Oriented, Collaborates, Interpersonal Savvy, Resourcefulness, Situational Adaptability***

Selling for Non-Sales People – *PD*

APRIL 12 9:00 A.M. - 4:00 P.M.

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**



**Strategic Management –** *EL*

**NOV. 16 9:00 A.M.–4:00 P.M.**

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

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

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

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

Strengths-Based Leadership – *PD*

MAY 5 9:00 A.M. - 4:00 P.M.

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**

**Supercharge Your Influence: Gain Power And Confidence – Next Level –** *WL*

**JUNE 8 9:00 A.M.–4:00 P.M.**

We all know what makes a leader special—right? It’s the way they carry themselves, their power and confidence to take charge of any situation, and their capacity to inspire, motivate, empower, and influence those around them. With today’s changing environment, it is essential to understand and know the tools to apply at every level in organizations to influence those around you to get things done. If you want to make a difference in your leadership — at work, at home, or in the community — you must understand how to maximize your leadership voice, power, and confidence. If you are ready to maximize your power and confidence and prepare to influence at the next level, this program is for you.

**This program will help leaders:**

* Understand the three different types of power and how to apply them to increase your capacity to inspire, motivate, and empower.
* Learn how to apply the three critical habits successful women leaders utilize to become more influential in any situation.
* Develop effective strategies to elevate your leadership voice and ability to influence others in an authentic way that gets results.

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



The Art of Influencing Others – *PD*

DEC. 6 9:00 A.M. - 4:00 P.M.

Your career success depends on your ability to influence others at all levels of an organization. This program focuses on strategies to strengthen your credibility, thereby increasing your opportunities to influence others. In this session, you will assess your network of connections. Fostering those connections is essential in gaining commitment for your ideas, especially without the use of formal authority.

This program will help leaders:

• Assess how others may view your current level of influencing.

• Identify those individuals with whom you need to build and develop stronger relationships.

• Use a sequence of five audience-oriented steps that help persuade others.

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

**The Art of Recognition & Engagement: How Great Leaders Take Care of Their People with Christopher Littlefield** *– ED*

**OCT. 6 9:00 A.M.–4:00 P.M.**

In this highly interactive program, leaders will be exposed to a hidden side of recognition, learn the most common misuses of recognition that sabotage engagement efforts, and how to master both standard and reflective recognition. Christopher will introduce you to the core elements of engagement, help you assess how you are doing with your people, and provide strategies to address any gaps. You will leave with an abundance of tried and tested check-ins, relationship building activities, team rituals, and tools to help you maintain employee experience that gets results.

### This program will help leaders:

* Understand what your people really want and need to feel valued and be at their best.
* Learn the key ingredients for engaging employees, assess their current performance with each employee, and set follow-up actions to address gaps.
* Master the most fundamental leadership imperative of day-to-day appreciation and recognition.

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

The Emotionally Intelligent Leader: Understanding Your EQ and Strategies for Leveraging It – *PD*

MAR. 15 | SEPT. 15 9:00 A.M. - 4:00 P.M.

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**

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The Energy Bus – *PD*

SEPT. 13 9:00 A.M. - 4:00 P.M.

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 your energy influences others and how to positively manage it.

• Understand how to fuel teams and address and remove negativity.

• 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 Inner Game Of Communication –** *WL*

**MAY 12 9:00 A.M.–4:00 P.M.**  
Effective communication is key to team and organizational performance, but most people in leadership roles struggle to communicate with clarity, conviction, and kindness. When it comes to tough conversations or communicating in the face of resistance, many people sugar coat, avoid altogether, clumsily land the message, or react defensively. This is especially true for women who often face extra challenges associated with stereotypes and biases that position them as either too “soft” or too “aggressive”. Traditional efforts to improve communication focus on models or strategies that, while valuable, overlook one key factor: the internal work that is needed to communicate in an effective way. Developing a powerful communication style requires we attend to important inner work such as perceptions, mindset, emotional responses, energy, and intentional practice. This session is designed to offer female leaders a guide to upgrading their inner game of communication so they can lead with clarity, conviction and kindness, and develop a culture of feedback on their teams.

**This program will help leaders:**

* Discover at least one personal “adaptive challenge” that currently limits your ability to communicate with impact.
* Identify and practice strategies for shifting mindset and emotions to overcome this adaptive challenge and foster more effective communication with others.
* Increase your ability to give and receive feedback courageously.

***Competencies Addressed: Communicates Effectively, Drives Vision & Purpose, Drive Results, Persuades, Values Differences***

**The Leadership Challenge –** *EL*

**JULY 19–21 9:00 A.M.–4:00 P.M.**

Today’s most successful organizations are creatively adapting to change by encouraging leadership at every level of the organization. This program is based on the award-winning book *The Leadership Challenge* and the acclaimed management workshop based on its research. Participants gain confidence and 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 Power of Difference: Towards More Diverse, Equitable, and Inclusive Organizations – *PD*

OCT. 12 9:00 A.M. - 4:00 P.M.

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 themselves with foundational procedures for the creation of an environment where diverse identities and perspectives are valued, welcomed, and encouraged.

• Learn 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 Emotional Fitness @ Work During Challenge and Uncertainty with Nataly Kogan** *– ED*

**MAY 25 9:00 A.M.–4:00 P.M.**

As leaders, how do you manage stress, avoid burnout, and strengthen your emotional fitness -- your own and your employees’ -- during difficult times? This session will focus on the science-backed skills and practices to help you navigate through constant change and challenges in a sustainable way. You will leave this program with immediate, super-practical ways to reduce stress, feel uplifted, boost your resilience, and foster a greater sense of connection with your team and colleagues (even when working remotely). Nataly will engage your mind and heart with her vulnerability, warmth, and humor, and more importantly will reveal insights about the human brain and simple, yet transformative mindset shifts so you can bring your full capacity to your work when inevitable challenges arise. She also shares straight talk, research in neuroscience and psychology, and her powerful, personal story of success and burnout to activate you to practice your emotional fitness skills using the science-backed Happier Method™.

### This program will help leaders:

* Understand how the human brain reacts to challenges and uncertainty and how to find moments of joy, ease, and meaning, even during tough times.
* Apply proven skills and practices to reduce stress and overwhelm, and to strengthen your emotional fitness, resilience, and ability to perform under pressure without burning out.
* Implement practices and rituals to help people you lead better manage stress and cultivate a culture of openness, kindness, and human connection, even while working remotely.

***Competencies Addressed: Being Resilient, Courage, Drives Results, Self-Development, Situational Adaptability***

The Power of Positive Leadership – *PD*

SEPT. 14 9:00 A.M. - 4:00 P.M.

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:

• Build a strong and positive organization/team culture.

• Create clarity through a strong vision and focused actions to get their team there.

• Develop strong relationships that drive results and pursue excellence through love and accountability while confronting, transforming and removing negativity from your team.

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

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**The Power of Purpose: Reaching Your Goals as a Woman in Leadership –** *PD*

**OCT. 18 9:00 A.M. – 4:00 P.M.**

This program highlights the power of purpose and finding your “why”. According to Inc. magazine, over 70% of people are not fulfilled in their current work and lives. How do we find our true purpose and make a career out of it? This unique leadership program is designed to help emerging women leaders reach their goals and achieve personal and professional growth. Through small group discussion and reflection, participants will outline their roadmap to success in order to accomplish their goals. Participants will utilize tools to identify what personal success looks like, recognize the critical building blocks for advancement, and learn strategies to further their impact and reach the next level in their career.

**This program will help leaders:**

• Understand your purpose and the impact of a purpose-driven life.

• Map out your goals, personally and professionally.

• Learn strategies to achieve career advancement and leadership roles.

***Competencies Addressed: Manages Complexities, Drives Results, Drives Vision & Purpose, Self-Development***

**This Is Us! Identifying, Recognizing And Leveraging The Value Of All Leaders –** *WL*

**MAR. 31 PM 1:00 P.M.–4:00 P.M.**

This Is Us! offers an innovative approach to connecting people—both personally and professionally. One of the best ways to ensure you are leading successfully is to be intentional about creating relationships. Although people often come together for a professional development experience that requires them to work in teams and collaborate on projects, an important element that is often overlooked is creating authentic opportunities for the participants to really get to know one another. While there is no shortage of programs that focus on team building, this session is designed to promote relationship-building.

As participants in the Women Lead. program seek to define and/or refine their personal and professional values, align their vision, mission and purpose, and prepare to grow and lead their organizations, each woman needs to feel connected and have a sense of belonging among her peers. When this is accomplished, team members will value, support, affirm, and appreciate one another. Through experiential learning promoting communication, cooperation, and collegiality, This Is Us! will allow participants to learn more about their cohort members while gaining a greater sense of appreciation for “who is in the room” and all that they bring.

**This program will help leaders:**

* Engage in an open and honest dialogue on the importance of creating a “sense of belonging” in our organizations, and as Women Lead participants.
* Gain skills to recognize and leverage diversity that will benefit, and be applicable as program participants—and as organizational leaders.
* Learn key leadership strategies that can be used to create inclusive organizational cultures and promote harmonious group dynamics among diverse team members, colleagues, and internal and external clients.

***Competencies Addressed: Builds Network, Drives Engagement, Demonstrates Self-Awareness, Interpersonal Savvy, Values Differences***

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

MAR. 8 | APRIL 5 | MAY 18 | JULY 15 | SEPT. 22 | DEC. 1 9:00 A.M. - 4:00 P.M.

As a leader advancing in an organization, one of the things you quickly realize is the way you manage your time is in direct correlation with how successfully you, along with your 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. You will be exposed to some valuable tools that 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.

• Embrace essential actions to increase energy.

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





**Unleashing Your Inner Negotiator –** *WL*

**JULY 14 9:00 A.M.–4:00 P.M.**

Negotiation is a critical skill for women leaders, but most leaders haven’t been equipped with the essential tools to effectively negotiate. Multiple studies illustrate how a lack of confidence in negotiating is a detriment for most leaders. Do not let the fear of negotiating get you stuck! This program will help you understand the key aspects of how to successfully manage any type of professional and personal negotiation, whether that be a salary increase, leadership role request, etc. You will leave this program with stronger negotiation skills allowing you to better negotiate anything necessary and advocate strongly and decisively for what you want in life.

**This program will help leaders:**

* Have a strong grasp of the Five Bargaining Styles and how to deploy them for positive outcomes.
* Understand and better manage the big “P” (Perception) associated with any negotiation interaction in order to build trust and manage emotions.
* Learn key networking and self-advocacy techniques that allow leaders to grow their reach.

***Competencies Addressed: Manages Complexity, Action Oriented, Manages Conflict, Communicates Effectively, Persuades***

**Winning the Talent Wars: Attraction, High-Performance, and Retention with Bruce Tulgan** *– ED*

**FEB. 22 9:00 A.M.–4:00 P.M.**

How can you make your organization a magnet for the best talent without throwing money and endless perks at everyone? How can you avoid the top causes of early voluntary departure? How can you make accountability the key to earning flexibility and generous rewards? How can you build practices that drive retention among high performers—even when working remotely?

Bruce answers these questions and more, drawing on decades of workplace research and sharing true stories from real leaders. With a blend of humor, insight, and concrete best-practices, Bruce helps leaders understand today’s talent wars and shares techniques for attraction, selection, on-boarding, up to speed training, performance management, development, and retention.

### This program will help leaders:

* Learn six key steps to gaining strategic advantage over their competitors in the fight for talent.
* Align communication up, down, sideways, and diagonal within the organization to improve outcomes.
* Identify the top reasons why employees are departing their organization.

***Competencies Addressed: Attracts Top Talent, Builds Effective Teams, Communicates Effectively, Develops***

***Talent, Drives Engagement***

**Workplace Storytelling to Enhance your Personal Brand –** *PD*

MAY 12 9:00 A.M. - 4:00 P.M.

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 organization 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***





**Your Field Guide To Women Lead. –** *WL*

**MAR. 11 2:00 P.M.–4:30 P.M.**This program is your kick-off to a transformative leadership experience. During the course of the program, we will give you your field guide to Women Lead. A top priority for this program is beginning to develop powerful connections to other women leaders in your new learning ecosystem. We will also take a comprehensive look at how to maximize your success in the Women Lead. program through an informative look at the best practices and logistics necessary to equip you with exactly how you need to challenge yourself to be the most effective leader you can be.

**ED** = Executive Development Programs, **EL** = Emerging Leader Programs, **SLC/PD** = Supervisory Leadership/Professional Development Programs, **WL** = Women Lead. Programs