

EMERGING LEADER CERTIFICATE



University of Dayton
Center for Leadership

PROGRAM BENEFITS



WHAT IS THE EMERGING LEADER CERTIFICATE?

The Emerging Leader Certificate is a year-long leadership and business skill development cohort designed for high-potential leaders like you, working in corporate, government, or nonprofit organizations. Through this cohort, you will build critical people management skills, business acumen, receive multiple personalized assessments, connect with other rising leaders, benefit from executive coaching, and engage in a formal mentoring program. You will also experience hands-on leadership development with insights from respected local, regional, and national thought leaders. By the time you graduate, you will have the skills and confidence to thrive in your current role and be well-prepared for your next opportunity.

WHAT ARE THE BENEFITS OF THE EMERGING LEADER CERTIFICATE?

- **Receive a broad-based curriculum on essential leadership topics**, including Leadership Effectiveness, Coaching for Impact, Workplace Culture, Leading Change, Finance, Operations, Strategic Management, and many more!
- **Gain valuable insights through assessments**, including the Korn Ferry 360, The LPI®: Leadership Practices Inventory 360, and the MBTI® Global Step II™; all paired with mentoring and coaching to support your leadership growth.
- **Attend two Executive Development programs** at no additional cost within 12 months of completing the cohort.
- **Become eligible for a tuition reduction** equal to three credit hours in the MBA program once you have completed the Emerging Leader cohort.
- **Build a powerful network** of rising leaders across industries; connections you can tap into throughout your career.

WHO IS AN IDEAL CANDIDATE FOR THE EMERGING LEADER CERTIFICATE?

If you are a high-performing leader who plays a critical role in your organization and are ready for greater responsibility or a move into senior leadership, this cohort is for you. Your participation and your organization's support can help position you for a confident, successful transition into executive leadership.



JANUARY 2027

1/13	Orientation: Using Personality Type to Enhance Leadership
2/10	Leveraging Mentorship for Growth
3/4	Achieving Greater Outcomes: Leading with Intention & Purpose
3/24	Coaching for Impact: Fostering Engagement, Ownership & Results
4/8	Strategic Management
4/22	Leadership Effectiveness: Mastering Energy, Attention & Priorities
5/11	Marketing Essentials
5/27	The Art of Influence & Persuasion for the Effective Leader
6/9	Executive Presence: Leading with Authenticity
6/22	Creating a Great Workplace Culture
7/14	Leading Change
8/4 – 8/5	The Leadership Challenge
8/26	Leading Community Collaboration
9/15	Learn, Lead & Serve
10/6	Accounting Fundamentals
10/27	Finance for Non-Financial Managers
11/17	Operations Management
12/14 – 12/15	Business Simulation
12/15	Graduation

AUGUST 2027

8/11	Orientation: Using Personality Type to Enhance Leadership
9/2	Leveraging Mentorship for Growth
9/21	Achieving Greater Outcomes: Leading with Intention & Purpose
10/12	Creating a Great Workplace Culture
11/3	Strategic Management
12/2	Leadership Effectiveness: Mastering Energy, Attention & Priorities
12/16	Leading Change
1/12/28	Coaching for Impact: Fostering Engagement, Ownership & Results
2/3/28	Executive Presence: Leading with Authenticity
2/22/28	Marketing Essentials
3/15/28	Operations Management
4/5 – 4/6/28	The Leadership Challenge
4/26/28	Leading Community Collaboration
5/18/28	Learn, Lead & Serve
6/1/28	Accounting Fundamentals
6/20/28	Finance for Non-Financial Managers
6/29/28	The Art of Influence & Persuasion for the Effective Leader
7/19 – 7/20/28	Business Simulation
7/20/28	Graduation



EVERY LEADER HAS A UNIQUE PATH. LET US BE YOUR GUIDE

Identify the competency or skill you are looking to develop from the list below, and find your programs that will address that skill. Program dates and descriptions are listed in detail throughout this document.

FACTOR I: THOUGHT

☐ Balances Stakeholders

- Accounting Fundamentals
- Finance for Non-Financial Managers
- Marketing Essentials

☐ Business Insight

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

☐ Cultivate Innovation

- Leading Change
- Strategic Management

☐ Customer Focus

- Leading Change
- Marketing Essentials

☐ Decision Quality

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

☐ Financial Acumen

- Accounting Fundamentals
- Business Simulation
- Finance for Non-Financial Managers

☐ Manages Complexity

- Leading Change
- Operations Management
- Strategic Management

☐ Strategic Mindset

- Finance for Non-Financial Managers
- Strategic Management

FACTOR II: RESULTS

☐ Action Oriented

- Leadership Effectiveness: Mastering Energy, Attention & Priorities

☐ Develops Talent

- Coaching for Impact: Fostering Engagement, Ownership & Results

☐ Directs Work

- Coaching for Impact: Fostering Engagement, Ownership & Results

☐ Drives Results

- Accounting Fundamentals
- Coaching for Impact: Fostering Engagement, Ownership & Results
- Executive Presence: Leading with Authenticity
- Leadership Effectiveness: Mastering Energy, Attention & Priorities
- The Art of Influence & Persuasion for the Effective Leader

☐ Optimizes Work Processes

- Operations Management

☐ Plans & Aligns

- Business Simulation
- Leading Change
- Strategic Management

☐ Resourcefulness

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

FACTOR III: PEOPLE

☐ Builds Effective Teams

- Creating a Great Workplace Culture

☐ Builds Networks

- Leading Community Collaboration
- Learn, Lead & Serve
- Leveraging Mentorship for Growth

☐ Collaborates

- Creating a Great Workplace Culture
- Leading Community Collaboration
- Learn, Lead & Serve
- Leveraging Mentorship for Growth
- Orientation: Using Personality Type to Enhance Leadership & Performance
- The Art of Influence & Persuasion for the Effective Leader

☐ Communicates Effectively

- Coaching for Impact: Fostering Engagement, Ownership & Results
- Marketing Essentials
- Orientation: Using Personality Type to Enhance Leadership & Performance
- The Art of Influence & Persuasion for the Effective Leader

☐ Drives Engagement

- Creating a Great Workplace Culture
- Executive Presence: Leading with Authenticity
- The Leadership Challenge

☐ Interpersonal Savvy

- Executive Presence: Leading with Authenticity
- Orientation: Using Personality Type to Enhance Leadership & Performance

☐ Persuades

- Marketing Essentials
- The Art of Influence & Persuasion for the Effective Leader

☐ Situational Adaptability

- Coaching for Impact: Fostering Engagement, Ownership & Results

☐ Values Differences

- Leading Community Collaboration
- Orientation: Using Personality Type to Enhance Leadership & Performance

FACTOR IV: SELF

☐ Being Resilient

- Leadership Effectiveness: Mastering Energy, Attention & Priorities
- Leading Change

☐ Courage

- The Leadership Challenge

☐ Drives Vision & Purpose

- Creating a Great Workplace Culture
- The Leadership Challenge

☐ Demonstrates Self-Awareness

- Executive Presence: Leading with Authenticity
- Leadership Effectiveness: Mastering Energy, Attention & Priorities
- Leading Community Collaboration
- Learn, Lead & Serve
- Orientation: Using Personality Type to Enhance Leadership & Performance
- The Leadership Challenge

☐ Instills Trust

- Creating a Great Workplace Culture
- Executive Presence: Leading with Authenticity
- The Art of Influence & Persuasion for the Effective Leader
- The Leadership Challenge

☐ Nimble Learning

- Leveraging Mentorship for Growth

☐ Self-Development

- Leadership Effectiveness: Mastering Energy, Attention & Priorities
- Learn, Lead & Serve
- Leveraging Mentorship for Growth



ORIENTATION: USING PERSONALITY TYPE TO ENHANCE LEADERSHIP

1/13 | 8/11 | 9:00 AM – 4:00 PM

The Emerging Leader Certificate is a year-long commitment to developing and honing leadership skills. During the orientation, you receive an overview of program guidelines, curriculum, assessments, mentoring, and coaching. A key focus is understanding individual personality types through the MBTI® Global Step II™ assessment, which provides insights into how you direct and receive energy, process information, and perceive the world. These insights form the foundation for self-awareness and leadership growth throughout the certificate.

This program will help leaders:

- Describe the key components of your personality type and explain how these elements contribute to your self-awareness.
- Analyze how personality preferences influence leadership behaviors and communication patterns.
- Evaluate and select effective strategies for adapting problem-solving approaches based on personality insights.

Competency / Skill: Collaborates, Communicates Effectively, Demonstrates Self-Awareness, Interpersonal Savvy, Values Differences

LEVERAGING MENTORSHIP FOR GROWTH

2/10 | 9/2 | 9:00 AM – 12:00 PM

Unlock the potential of mentorship with this dynamic program designed to foster impactful relationships. You and your mentor collaboratively define expectations and establish goals for your year-long mentorship. Gain practical tools for leveraging your preferred coaching styles and addressing real-life challenges to maximize your growth and engagement.

This program will help leaders:

- Gain knowledge and awareness to navigate a successful mentoring relationship.
- Assess the preferred coaching styles of both mentor and protégé.
- Collaborate on a real-world challenge or opportunity to establish actionable development tactics.

Competency / Skill: Builds Networks, Collaborates, Demonstrates Self-Awareness, Nimble Learning, Self-Development

ACHIEVING GREATER OUTCOMES: LEADING WITH INTENTION & PURPOSE

3/4 | 9/21 | 9:00 AM – 4:00 PM

You explore the core principles of deliberate leadership. You learn how your actions shape solutions and practice disciplines that drive successful results. Through interactive activities, you develop actionable plans to address professional and personal challenges.

This program will help leaders:

- Understand and utilize a framework that will positively impact results.
- Learn and apply several disciplines to your professional and personal life to better influence performance.
- Build an action plan to assist you in becoming a better leader.

Competency / Skill: Action Oriented, Decision Quality, Drives Results, Ensures Accountability, Manages Complexity

COACHING FOR IMPACT: FOSTERING ENGAGEMENT, OWNERSHIP & RESULTS

1/12 | 3/24 | 1/12/2028 | 9:00 AM – 4:00 PM

Great leaders do not have all the answers — they know how to bring out the best in others. You develop critical coaching skills that foster employee engagement and ownership. You practice coaching techniques to address performance challenges, promote development, and empower your team to achieve its full potential.

This program will help leaders:

- Identify and practice essential coaching skills to foster engagement and ownership.
- Diagnose root causes of performance gaps.
- Differentiate coaching processes in developmental and performance contexts.

Competency / Skill: Communicates Effectively, Develops Talent, Directs Work, Drives Results, Situational Adaptability

STRATEGIC MANAGEMENT

4/8 | 11/3 | 9:00 AM – 4:00 PM

Analyze business environments and develop competitive strategies to build your strategic thinking skills. You engage with tools for external and internal analysis, enabling you to make informed recommendations that strengthen your organization's strategic positions.

This program will help leaders:

- Outline core elements of strategic management frameworks.
- Apply analytical tools to assess opportunities, threats, strengths, and weaknesses.
- Dissect a current case and apply key data points within the strategic management framework.

Competency / Skill: Business Insight, Cultivates Innovation, Manages Complexity, Plans and Aligns, Strategic Mindset

LEADERSHIP EFFECTIVENESS: MASTERING ENERGY, ATTENTION & PRIORITIES

4/22 | 12/2 | 9:00 AM – 4:00 PM

Today's leaders perform at a high level while navigating constant change, competing priorities, and relentless distraction. In this interactive program, you learn a more effective leadership model by mastering your energy, training your attention, creating an intentional mindset, and establishing healthy boundaries. You examine how your internal operating system influences the way you show up, make decisions, and connect with others, especially under pressure. Through practical tools, reflection, and real-time application, you develop the ability to lead with greater clarity, resilience, and intention.

This program will help leaders:

- Evaluate how your current use of energy, attention, and priorities impacts effectiveness and overall performance under pressure.
- Apply strategies to regulate emotional energy, train attention, and establish boundaries that support sustained performance and effective leadership.
- Analyze how mindset and internal narratives influence responses to stress, decision-making, and relationships within their team.

Competency / Skill: Action Oriented, Being Resilient, Demonstrates Self-Awareness, Drives Results, Self-Development

MARKETING ESSENTIALS

2/23 | 5/11 | 2/22/2028 | 9:00 AM – 4:00 PM

You investigate essential marketing concepts, such as customer segmentation, brand positioning, and the marketing funnel.

Through group discussions, you examine real-world cases and formulate strategies to drive organizational growth.

This program will help leaders:

- Analyze market positioning and its relationship to organizational goals.
- Review marketing strategies using segmentation and decision models.
- Discuss the marketing funnel and how to optimize customer engagement and retention.

Competency / Skill: Balances Stakeholders, Business Insight, Communicates Effectively, Customer Focus, Persuades

THE ART OF INFLUENCE & PERSUASION FOR THE EFFECTIVE LEADER

5/27 | 7/8 | 6/29/2028 | 9:00 AM – 4:00 PM

In nearly every leadership interaction — whether managing teams, negotiating with stakeholders, aligning cross-functional initiatives, or communicating vision — you influence others. Leadership requires the ability to persuade others to act, gain buy-in, or adapt. Regardless of your industry or role, effective communication remains one of the most valuable tools in your leadership toolkit. You build influence, craft compelling and persuasive messages, and strengthen your delivery using proven techniques. Whether you champion change, lead through complexity, or seek executive buy-in, you gain practical strategies to elevate your influence.

This program will help leaders:

- Identify and apply the six elements of influence by recognizing how influence operates within organizations and in your own leadership practice.
- Craft more persuasive messages by using the three modes of persuasion—ethos, logos, and pathos—to distinguish persuasive from non-persuasive communication and shape messages that drive buy-in.
- Deliver persuasive communication with greater impact by improving the structure and tone of delivery.

Competency / Skill: Collaborates, Communicates Effectively, Drives Results, Instills Trust, Persuades

EXECUTIVE PRESENCE: LEADING WITH AUTHENTICITY

2/4 | 6/9 | 2/3/2028 | 9:00 AM – 4:00 PM

Leaders enhance their executive presence by aligning actions with core values and personal brand. You explore how authenticity and strategic self-presentation foster trust and credibility, elevating your influence and leadership impact.

This program will help leaders:

- Learn the definition and key components of executive presence by reviewing examples and identifying areas of leadership presence that are strengths, as well as opportunities for growth.
- Uncover or reaffirm your personal brand and develop a personal mantra that helps you consistently leverage your authentic strengths and maximize your impact.
- Apply practical strategies to strengthen trust, credibility, and influence by intentionally aligning your authentic leadership presence with your everyday interactions.

Competency / Skill: Demonstrates Self-Awareness, Drives Engagement, Drives Results, Instills Trust, Interpersonal Savvy

CREATING A GREAT WORKPLACE CULTURE

6/22 | 10/12 | 9:00 AM – 4:00 PM

Learn a practical model for fostering a high-trust workplace culture that accelerates performance and strengthens employee engagement. You explore how to build trust, inspire pride, and create an inclusive environment where employees thrive and remain loyal.

This program will help leaders:

- Analyze the role of trust in workplace relationships and its implications for performance.
- Develop strategies to build and sustain a high-trust culture.
- Define current and future leadership practices to improve workplace engagement.

Competency / Skill: Builds Effective Teams, Collaborates, Drives Engagement, Drives Vision & Purpose, Instills Trust

LEADING CHANGE

7/14 | 12/16 | 9:00 AM – 4:00 PM

Develop actionable skills to navigate and implement organizational change. You examine proven models, analyze and understand the human dynamics of change, and create strategies to lead teams effectively through transitions.

This program will help leaders:

- Evaluate internal and external factors driving organizational change.
- Compare and contrast change models to identify effective practices.
- Develop and practice proven change leadership skills that are adaptable to your situation.

Competency / Skill: Being Resilient, Cultivates Innovation, Customer Focus, Manages Complexity, Plans & Aligns

THE LEADERSHIP CHALLENGE

4/6 – 4/7 | 8/4 – 8/5 | 4/5 – 4/6/2028 | 9:00 AM – 4:00 PM

In today's rapidly changing environment, successful organizations thrive by fostering leadership at all levels. This program equips you with the confidence and skills to apply proven leadership practices grounded in the acclaimed book "The Leadership Challenge." You use a 360° assessment to evaluate your current leadership behaviors and identify actionable areas for improvement aligned with The Five Practices of Exemplary Leadership®.

This program will help leaders:

- Analyze the role of leadership in overcoming complex challenges.
- Evaluate personal leadership strengths and areas for development.
- Apply The Five Practices of Exemplary Leadership® — to program and real-world scenarios.

Competency / Skill: Courage, Demonstrates Self-Awareness, Drives Engagement, Drives Vision & Purpose, Instills Trust

LEADING COMMUNITY COLLABORATION

4/29 | 8/26 | 4/26/2028 | 9:00 AM – 4:00 PM

Gain insight into the realities of poverty and discover how leadership drives meaningful community impact. During the morning program, you participate in the immersive Cost of Poverty Simulation, where you navigate difficult decisions while managing limited resources. In the afternoon, you explore values-driven community leadership and develop actionable strategies to engage with local communities.

This program will help leaders:

- Experience the complexities and decision-making challenges of living in poverty through an interactive simulation.
- Evaluate core principles and practices for effective community leadership.
- Plan for next steps and participation in the Learn, Lead & Serve program.

Competency / Skill: Builds Networks, Collaborates, Demonstrates Self-Awareness, Resourcefulness, Values Differences

LEARN, LEAD & SERVE

5/18 | 9/15 | 5/18/2028 | 9:00 AM – 4:00 PM

Extend your leadership impact beyond the workplace by engaging with local social service organizations. Through collaborative problem-solving, you identify challenges and develop innovative solutions. The experience fosters community engagement while strengthening your strategic thinking and teamwork skills.

This program will help leaders:

- Partner with a local Dayton-area service organization to analyze its mission, goals, and challenges.
- Develop and propose strategic solutions to address organizational challenges.
- Collaborate with peers to refine ideas and broaden understanding of community service opportunities.

Competency / Skill: Builds Networks, Collaborates, Demonstrates Self-Awareness, Resourcefulness, Self-Development

ACCOUNTING FUNDAMENTALS

6/3 | 10/6 | 6/1/2028 | 9:00 AM – 4:00 PM

Gain a foundational understanding of financial statements and how they reflect an organization's performance. This program demystifies accounting principles, enabling you to analyze financial data and make informed decisions that align with organizational goals.

This program will help leaders:

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

Competency / Skill: Balances Stakeholders, Business Insight, Decision Quality, Drives Results, Financial Acumen

FINANCE FOR NON-FINANCIAL MANAGERS

6/16 | 10/27 | 6/20/2028 | 9:00 AM – 4:00 PM

This program simplifies complex financial concepts, equipping you with tools for strategic financial decision-making. You learn to evaluate financial strength and understand key drivers of value, empowering you to contribute effectively to organizational success.

This program will help leaders:

- Explain foundational financial principles, including financial ratios and statement analysis.
- Apply time value of money calculations to assess investment opportunities.
- Analyze financial decisions using tools like NPV, IRR, and cost-benefit analysis.

Competency / Skill: Balances Stakeholders, Business Insight, Decision Quality, Financial Acumen, Strategic Mindset

OPERATIONS MANAGEMENT

3/18 | 11/17 | 3/15/2028 | 9:00 AM – 4:00 PM

Discover how to optimize operations to drive efficiency and customer satisfaction. This program covers tools and strategies for managing business processes and supply chains, emphasizing their impact on overall performance.

This program will help leaders:

- Identify key tools and techniques in operations and process management.
- Evaluate the role of operations in delivering customer value.
- Review strategies to enhance efficiency and reduce costs through operational excellence.

Competency / Skill: Business Insight, Decision Quality, Manages Complexity, Optimizes Work Processes, Resourcefulness

BUSINESS SIMULATION

7/21 – 7/22 | 12/14 – 12/15 | 7/19 – 7/20/2028 | 9:00 AM – 4:00 PM

This immersive simulation challenges you to integrate strategic, financial and operational perspectives in a competitive environment. Teams manage an organization's operations, balancing profitability and long-term value creation. Insights gained from this exercise translate directly to real-world leadership scenarios.

This program will help leaders:

- Operate a business from a strategic management perspective.
- Analyze financial and operational KPIs to inform decision-making.
- Apply leadership and business principles learned throughout the program to achieve organizational success.

Competency / Skill: Business Insight, Decision Quality, Financial Acumen, Plans & Aligns, Resourcefulness