

# Leadership Development Seminars and ECQ-based Readings

* The success or failure of any endeavor depends on leadership. Now, more than ever before, we need leaders in our organizations and in our world. Great leaders create and communicate a vision and move people into action to achieve it. They ignite our passion and inspire us to do our best.
* Government leaders in the 21st century are experiencing change at a more rapid pace than previous generations. Rapid advances in technology have expanded the quantity of work we are capable of accomplishing, and also where it’s accomplished. We have a more highly educated workforce, yet face diminishing resources with an increased demand for productivity, and the essential services we provide to the American public. To be successful at navigating these challenges leaders must develop the essential skills to motivate their employees, effectively communicate with others, fine-tune critical thinking skills, and build and leverage partnerships. Future leaders must also be visionary; i.e., possess the ability to identify trends and the courage to be innovative. Being technically adept in your field will no longer be enough. In response to these demands on senior executives, the U.S. Office of Personnel Management identified five Executive Core Qualifications (ECQs) that all aspiring government leaders and executives must possess. These ECQs and Fundamental Competencies were developed by OPM after extensive research on the attributes of successful executives in both the private and public sector. The ECQs represent the best thinking of organizational psychologists, human resources professionals, and members of the federal Senior Executive Service.

**How to use this catalog:**

* The “Leadership Development Seminars January 2013-2014 Edition” and Readings by ECQ is a comprehensive, (although not all-encompassing) list of training opportunities intended to assist all current and aspiring Federal leaders grow in the five Executive Core Qualifications (ECQs) and Fundamental Competencies. The resources listed will facilitate your growth and development as both a Federal employee and as a person; and will be helpful to all levels of leadership in preparing an Individual, Leadership or Executive Development Plan.
* This Catalog lists over 700 courses or degree programs offered by the OPM as well as 75 universities, colleges and private industry organizations throughout the continental United States and more than 680 leadership readings, by ECQ. Each listing includes a description of the course, and information on date, location, and cost. The specifics for each course were obtained from the faculty or staff of the institution offering the course. Before making final plans to register, please be sure to check their website or call the contact number provided to confirm all information. Please note, the listing of these courses does not constitute endorsement of their content by the Department of Energy or any agency of the Federal Government.
* To make it easier for you to locate courses specific to your developmental needs, the table of contents is organized by ECQ and each course has been matched to an ECQ, though certain courses may fit the parameters for more than one ECQ. When you find a course in the table of contents that interests you, press **CONTROL and CLICK** on the title of the course which is a hyperlink that will take you to the course listing to view a full course description and the link to the course web page. We have also provided an extensive list of suggested readings for each ECQ in the suggested readings section. To view the complete list of readings, **DOUBLE CLICK** on the charts included under each ECQ section to view the list of suggested readings for each ECQ.

**Career Planning:**

We have also added a **Career Planning** section which provides information and helpful tools that will start you thinking about your career outlook and begin setting or refining career goals that will help you progress in your chosen career path or put you in a new career direction that you believe may be more challenging and rewarding. These tools will help you as you prepare your Individual Development Plan, identifying your specific career goals and how you’ll acquire the knowledge and develop the skills necessary to achieve them. Career planning and professional/leadership development is critical to finding out what makes you happy and setting a course that will bring you that happiness. So, we hope you take the time and opportunity to look through this section and begin thinking about your future.

**Special thanks**:We are in our fourth year of producing this catalog and could not be more pleased with the quality of support and efforts by the federal staff and university student volunteers listed below.

For the 2013 Edition, many thanks to project co-leads **Gerri French** and **Renee Reynolds**, who were very capably assisted by **Joyce Chiang, Patti McMullen, Mapricionne McQueen** and **Jaafar Ouardi**.

We also wish to remember and thank students who were instrumental in creating the earlier editions:

**Kaitlin Greco**, **Nathan Horowitz**, **Russ Ryan** and **Mickey Jackson**.

**Recommendations?**

Please let us know of any recommendations for additional course providers or other leadership readings that should be included.

**Additional segments needed?**

With this edition we added segments for Career Planning (great work by the Dept. for Veterans Affairs) and templates for preparing Individual, Leadership or Executive Development Plans. In the future, we are planning to add information about resume building, ECQ preparation and getting ready for job interviews. What else would you recommend?

Please advise of any non-working links or links that take you to the wrong location.

If you are aware of other federal distribution lists that would be appropriate to use in making this catalog and future updates available to current or aspiring leaders, please send us a link and permission-to-use contact

information. We have also been requested to begin making this catalog available to interested State and County Government offices. Information about State/County distribution lists would also be appreciated.

Please send any recommendations or information about corrections to: [david.rosenmarkle@hq.DOE.gov](mailto:david.rosenmarkle@hq.DOE.gov)

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# Career Planning

Are you satisfied with your overall career outlook--wherever you are along that path?  Have you planned for your long-term career? Are you in a job or career path that aligns with your interests and work preferences? If your answer to any one of these questions is **NO**, maybe it’s time you started thinking about clarifying professional goals and developing a career plan. Career planning is an ongoing process that begins with the initial definition of your career goals. Then periodically, you must revisit your personal set of career goals and revalidate or adjust your plan based on progress towards meeting your goals, projected needs of the organization, and/or opportunities available within the Federal government.

How, you ask, will this section help you begin the career planning process? That’s a great question. If you’re reading this introduction and looking through this catalog, we already know you’re interested in developing your leadership or professional capabilities. Deciding to plan how you will achieve your career goals is an important first step in the career planning process. Career planning will help you identify your leadership or professional/technical development needs and possible strategies to achieve them. A career plan can take individuals in several directions that should allow them opportunities to shift from senior subject matter expert or technical leadership roles into that of a supervisor, manager or even executive. Your supervisor should also be involved in your career planning efforts so he/she has a better understanding of your professional goals and developmental needs and can provide guidance and support in helping you reach these goals. In addition, in an environment where federal budgets are shrinking, resources are diminishing and the federal job market offers fewer promotion opportunities, carefully considered career planning steps can help you develop a competitive edge so that you are better positioned to progress on a chosen career path when opportunities arise.

Everyone, whether they are support staff, mid-level staff, supervision/management or executives, can benefit tremendously from career planning.

So, where to start? Given how busy employees are today, many agencies have begun helping their employees plan their career development strategies by offering career planning tools. One such agency is the Department of Veterans Affairs (VA). VA has created the MyCareer@VA career planning process at <http://www.mycareeratva.va.gov/Pages/default.aspx>. While this process was intended for current VA employees, it can be used by any federal employee to support their career planning efforts. It provides a process that leverages several tools including the My Career Fit Tool, My Career Mapping Tool and the VA Career Guides. This process includes 4 sequential steps as follows:

* ***Preparing*** for your long-term career by establishing career goals;
* ***Exploring*** career paths that address these goals;
* ***Planning*** your career path through preparation of an Individual Development Plan (IDP) that links career goals to needed training and development activities; and
* ***Developing*** your knowledge and skills.

As you create a plan for your career, you will have an opportunity to:

* Identify what is important to you and, what interests you most and establishing career goals that align with those interests
* Explore alternative career paths that allow you to act on those interests and preferences
* Develop an IDP with short and long-term career goals; and
* Increase your knowledge and skills, through formal and on-the-job training, developmental opportunities, mentoring relationships, etc., so that you are best positioned to meet those goals.

***Prepare*** *for Your Career*

The first step in the career planning process, preparing for your career, involves reflection and preparation. In order to identify a career path, you will need to consider the following questions: If I am not satisfied with my current position or duties, what is it I want to do? What are my true work interests and, what kind of work environments do I prefer? You should be aware of your work interests and preferences so that you can make decisions about a career path that aligns with those interests and preferences, whether it’s to make a change to your current career path or continue to work toward greater and higher levels of responsibility in your chosen profession.

The My Career Fit Tool at <http://mycareeratva.va.gov/careerfittool/> provides an interactive questionnaire designed to help you better understand your [work interests](http://mycareeratva.va.gov/Resources/Pages/default.aspx#W) and [work environment](http://mycareeratva.va.gov/Resources/Pages/default.aspx#W) preferences. The tool translates your responses into potential career options that may be a good “fit” for you based on your personal and professional preferences. As you answer various questions regarding your likes and dislikes with respect to your work interests and environment, the tool will determine which job matches provide the best “fit” for you. When you’ve completed all the questions (and all questions must be completed for the tool to work) and request the tool to show all job matches, the tool will return your work interests and work environment scores and - a listing of job matches from greatest fit to minimal fit. The tool allows you to filter this listing by the amount of experience needed for these jobs and by occupational family.

Another important aspect of identifying you work interests is also discovering what motivates you to succeed. There are many potential motivators. For example, are you interested in public service or financial gain? Do you desire a supervisory or leadership position? These are important aspects to consider when making career decisions and identifying those career paths that will allow you to address your specific interests and preferences while satisfying what internally motivates you to perform and succeed. Understanding these helps provide the overall context in career decisions.

Whether you are ready or prepared to serve in a supervisory or leadership position is also an important question to ask yourself. For many of us who have our sights set on a Senior Executive Position, serving in a supervisory or management position would seem to be a logical career progression on the path to the SES. However, many of us may not yet be ready to serve in this capacity or may not understand or realize what serving in a supervisory or management position truly entails. Conversations with your supervisor about possible acting/detail assignments or a rearrangement of current work to gain additional supervisory or management experience would be beneficial and might help you determine whether supervision and management is the right path for you.

***Explore*** *Career Paths*

The next step in the career planning process is to thoroughly research, explore and learn more about those career paths and occupations you discovered or identified that align closely to your interests and preferences. So, where do you start? One place you can start is the My Career Mapping Tool at <https://my.mycareeratva.va.gov/careermapping/select.aspx>. This tool will allow you to explore various jobs within and beyond your current occupational family, understand what skills and knowledge are needed to be successful in these jobs, and build a formatted resume ready for USAJOBS.

Here are some steps to consider or follow:

* You can search for various career paths either by entering a specific job title or

by keyword search if you are interested in a more general search

* You can select specific job details by selecting a specific occupational family, the specific job series, job title, and grade level in which you are interested.
* Once you’ve selected all appropriate preferences, you can show the job options that correspond to your selections.
* Up to three of these options can then be compared side-by-side, by clicking on the specific job options you want to compare and clicking on the “Compare (up to 3)” button.
* The side-by-side comparison will show the competencies and knowledge areas, licensures required, and next steps, if applicable, for each of the jobs selected for comparison.

The VA Career Guides <http://mycareeratva.va.gov/Careerpath/Pages/careerguidesold.aspx> can also be used to research detailed information about each occupational family and career path, including knowledge areas, education and licensure requirements, and the recommended training and developmental experiences needed for each career level.

Several other federal agencies have websites that help you learn more about the various career fields and positions they offer. Although not an exhaustive list of all federal agency websites, following is a listing of cabinet-level agency sites that will help you get started identifying whether other organizations offer career paths or positions that align with your interests and preferences.

* U.S. Department of Energy: <http://jobs.energy.gov/>
* U.S. Department of Agriculture: <http://www.usda.gov/wps/portal/usda/usdahome?navid=CAREERS>
* U.S. Department of Commerce: <http://www.commerce.gov/about-commerce/careers>
* U.S. Department of Defense: <https://kb.defense.gov/app/answers/detail/a_id/43/~/federal-civilian-jobs-with-the-department-of-defense>
* U.S. Department of Education: <http://www.ed.gov/jobs>
* Environmental Protection Agency: <http://www.epa.gov/jobs/>
* U.S. Department of Health and Human Services: <http://www.hhs.gov/careers/>
* U.S. Department of Homeland Security: <http://www.dhs.gov/landing-page/component-careers>
* U.S. Department of Housing and Urban Development: <http://portal.hud.gov/hudportal/HUD?src=/program_offices/administration/careers>
* U.S. Department of the Interior: <http://www.doi.gov/public/findajob.cfm>
* U.S. Department of Justice: <http://www.justice.gov/careers/careers.html>
* U.S. Department of Labor: <http://www.dol.gov/oasam/doljobs/occupations.htm>
* U.S. Department of State: <http://www.careers.state.gov/>
* U.S. Department of Transportation: <http://careers.dot.gov/js_oppareas.html>
* U.S. Department of Treasury: <http://www.treasury.gov/careers/Pages/default.aspx>
* Office of Management and Budget: <http://www.whitehouse.gov/omb/recruitment_default>
* Office of the United States Trade Representative: <http://www.ustr.gov/about-us/human-resources/employment>
* Small Business Administration: <http://www.sba.gov/about-sba-services/join-our-team>
* USAJOBS: <https://www.usajobs.gov/>

***Plan*** *Your Career Path*

This is probably no surprise to you, but a very critical step in planning your career path is the creation of an Individual Development Plan that establishes specific career goals for knowledge to be learned, skills to be built and experiences/activities to help prepare the way to a new career. But, how do you go about creating an IDP? The Office of Personnel Management has an excellent link: <http://www.opm.gov/wiki/training/Individual-Development-Plans.ashx> that provides helpful information about IDP’s and, how the process of developing IDPs supports your overall career development. This site walks you through the process of developing your IDP by asking the following questions:

* How can I utilize an IDP in my agency?
* How do you go about developing an IDP?
* How are other organizations using the IDP?
* Where can employees find training and development opportunities?
* What other tools and resources are available for me?

It’s important to note that, preparation of an IDP is not only a part of the planning step, *it is an integral part of overall career planning*. For some of you, development of an IDP may be a required activity that you do routinely on an annual basis. Sometimes, people get to a point where these routine activities are conducted on “auto-pilot” without much effort or thought (They have “checked the box” with limited or no gain in knowledge or skills). However, if you are going to be competitive for your next position or promotion, you should view your IDP as a tremendous opportunity to shape the course and results of your career plans. In addition to using an IDP to identify training classes, on-line courses or conferences you should attend, this tool should be used to make decisions about what is important to you with respect to your career and what you need to do to make your career more satisfying - even if it means changing your career path.

We are all at different stages of our own careers; so everyone will have different developmental needs that will translate into different short-term and long-term career goals for our future. Having an effective and thoughtfully considered IDP will help you to identify and clarify specific goals to determine what you need to do in order to achieve them. You can begin to develop your career goals and activities by asking the following questions:

* Do you want to remain in your current position and progress within it?
* Are you interested in finding a new job or totally different career field?
* Would you like to find similar work in a different geographic area or career path?
* Should you make a move to another job that is better aligned with you interests and preferences?
* What new knowledge or skills will you need to learn in order to qualify for and/or perform the duties of the goal position?
* Can these be learned on the job or must you enroll in outside education programs?
* If needed, is there a “bridge” position you can pursue that will help you qualify for the new position? If yes, what are your options to be selected or reassigned to it?
* If you need to acquire a new or advanced degree, are their colleges or universities nearby who offer the required courses?
* Is there financial assistance you can obtain from your employer to attend those courses and position yourself to compete for it? Can you provide justifications to qualify for that financial assistance? Are there service payback restrictions in accepting such assistance?
* If you need additional supervisory or management experience, what detail opportunities or work assignments are available to meet this need?
* What will you need to sacrifice to be successful?
* Is anyone else impacted by your career choice? If yes, how are they impacted and, are any adjustments needed?
* How or when will you know if you have chosen the “best” career path?

While there is no one best way to prepare an IDP, most IDPs should include your short and long-term career goals and estimated dates for when you expect to reach these goals. IDPs should define what your development objectives are that will help you reach these goals. To the extent possible, they should also align with the overall mission goals and objectives of your agency or organization. The IDP should list the various opportunities you have available for training, skill and knowledge development such as:

* on-the job training with progressively higher level duties and more responsibilities,
* approved training courses,
* free training programs or seminars offered by OPM or other agencies,
* targeted readings,
* rotational, shadow and detail assignments and
* special projects, etc.

To gain the most benefit from an IDP, it should be prepared in coordination with your current supervisor and, if you have one, a mentor. Once implemented, you should discuss your progress with your supervisor (and mentor) at least quarterly and, update it as you complete, modify or delete planned activities. These check-ins can serve as a good source to confirm you are on track and making progress in your career development.

Special note: IDP’s are not just for career planning or finding a new job. IDP’s can also be very helpful and effective for helping you to improve knowledge and skills in your current position and preparing you for higher-level or assignments with greater responsibilities. In order to be considered for promotion in your chosen field, there will always be a need to demonstrate the required knowledge and skills at the next level. Having an IDP that includes knowledge and skills benchmarks for the next level up and – fully demonstrating same – is one of the best ways to maximize your promotion possibilities.

The OPM site provides several templates used by other federal agencies that allow for documenting and recording key information in your career planning process and tracking your progress to determine how well you are meeting your identified goals. In addition to the agencies listed on OPM’s site, the VA also provides an IDP template. Some of these templates may offer a section on recording your interests and preferences, identifying your career goals, listing the career paths or occupations that you’ve determined align with your interests and preferences and any skills you need to develop for these occupations or career paths, and identifying and prioritizing those competencies that you must further develop. You should take some time to go through these various templates to determine which one may best meet your IDP needs.

Templates:

* [U.S. Department of Justice - LEAP](http://www.opm.gov/WIKI/uploads/docs/Wiki/OPM/training/DOJ%20IDP%20SAMPLE%20FOR%20OPM%2010%202010.doc)
* [U.S. Department of Labor](http://www.opm.gov/WIKI/uploads/docs/Wiki/OPM/training/DOL%20IDP%20template.doc)
* [U.S. Environmental Protection Agency](http://www.opm.gov/WIKI/uploads/docs/Wiki/OPM/training/EPA%20idp_template%202010.doc)
* [U.S. Department of Navy](http://www.opm.gov/WIKI/uploads/docs/Wiki/OPM/training/Navy%20IDP%201%20.doc)
* [U.S. Small Business Administration](http://www.opm.gov/WIKI/uploads/docs/Wiki/OPM/training/SBA%20ODA%20IDP%20Template%20v2b.pdf)
* [U.S. Department of Education](http://www.opm.gov/WIKI/uploads/docs/Wiki/OPM/training/idp%20template.doc)
* [U.S. Department of Treasury](http://www.opm.gov/wiki/uploads/docs/Wiki/OPM/training/Treasury%20IDP.doc)
* [U.S. Department of Veterans Affairs](http://www.mycareeratva.va.gov/CareerPlan/Documents/My%20Career%20Workbook.pdf)

In addition, HR University at [www.hru.gov](http://www.hru.gov), has an online IDP process to help you create an IDP. You will need to register in order to use the “Create My IDP” function.

***Develop*** *Your Knowledge and Skills*

Now that you you’ve prepared your IDP and shared it with your supervisor and/or mentor, what’s next? It’s time to put your IDP into action! You need to begin to build the knowledge, skills and experiences identified in the planning phase. You can do this by securing approval and agency support to register for appropriate or required training courses and seminars, gaining new experiences and building relationships with mentors and colleagues to help you achieve your goals. The “Leadership Development Seminars January 2013 Edition” catalog and readings provide several training opportunities that can assist you in building your skills and knowledge while helping you grow in the five Executive Core Qualifications (ECQs) and Fundamental Competencies.

Your supervisor or manager should also serve as a good resource for helping you develop the knowledge and skills you need during this preparation phase. Supervisors should be able to recommend or help you identify appropriate on-the-job developmental activities such as special projects, details within your agency or assist you to research and determine if suitable opportunities may be available in other agencies.

While it’s important to identify what you need to do in order to improve your skills and competencies, it’s also important to get feedback from others about their perspectives on your job knowledge, skills, abilities and the results of your efforts. It is recommended that you and your supervisor meet at least quarterly to review and discuss progress on completing the IDP action items and, your overall performance in your current position. If you are currently a supervisor, feedback from others, such as through the use of a Leadership 360 Assessment instrument, will help you figure out those skill areas or competencies for which you may need additional improvement. OPM offer 360 Feedback services and provides information about their services and how they benefit Federal supervisors, managers and executives at <http://www.opm.gov/hr/employ/products/survey/leadership360.asp>. If your agency is not planning to offer participation for a group of managers in the 360 process through OPM, it is also possible to utilize private industry sources to conduct a Leadership 360 Assessment.

**Mentors**

It is also important to seek out and develop a mentoring relationship. Mentoring can be a formal or informal relationship between two people, one of whom is often in a senior position who serves as the mentor and the other is often in a junior position who serves as the protégé. Mentors can serve an important role in your career development by providing training and coaching on specific skill areas, sharing resources and networks that can help you move forward in your career, challenging you to move beyond your comfort zone, exposing you to different perspectives and experiences, creating a learning environment in which you feel comfortable taking risks and focusing on your total career development. OPM’s website at <http://www.opm.gov/hrd/lead/mentoring.asp> provides information about mentoring as part of its training and development policies.

Your supervisor or agency training representative should be able to tell you whether your agency has a formal mentoring program in place. If your agency does not, you should consider entering into an informal relationship by seeking out senior level employees or other individuals with whom you can discuss your career planning efforts and who can provide advice and guidance to help you reach your career goals.

Some agencies have formal mentoring programs in place that are structured and provide clear and specific organizational goals. Below are links to a couple of agencies that offer formal mentoring programs.

* U.S. Department of Health and Human Services: <https://mentoring.hhs.gov/>
* U.S. Department of Commerce: <http://hr.commerce.gov/Employees/TrainingandDevelopment/DEV01_006099>

***Conclusion***

We hope this planning process brings you closer to achieving your career goals and objectives. Some of the ideas and recommendations in this process may have caused you to step out of your comfort zone and make some decisions that might not only be career changing, but life altering. Career planning and professional development is about finding out what makes you happy and setting a course that will bring you that happiness and career success, however you choose to define it. Along the way, you will need to maintain your courage, stay flexible and be willing to make adjustments to maximize your potential for success. Only you can determine what will make you happier and best support your career development. Finally, a quote to live and work by:

“The worst days of those who enjoy what they do, are better than the best days of those who don’t”.

– E. James Rohn

# Descriptions of the Five Executive Core Qualifications

The Executive Core Qualifications (ECQs) define the competencies needed to build a federal corporate culture that drives for results, serves customers, and builds successful teams and coalitions within and outside the organization. The Executive Core Qualifications are required for entry to the Senior Executive Service and are used by many departments and agencies in selection, performance management, and leadership development for management and executive positions. OPM's [Guide to the Senior Executive Service Qualifications](http://www.opm.gov/ses/recruitment/ecq.asp) provides detailed information on the Executive Core Qualifications.

**ECQ 1: Leading Change**

Definition: This core qualification involves the ability to bring about strategic change, both within and outside the organization, to meet organizational goals. Inherent to this ECQ is the ability to establish an organizational vision and to implement it in a continuously changing environment. Associated competencies:

* Creativity and innovation
* External awareness
* Flexibility
* Resilience
* Strategic thinking
* Vision

**ECQ 2: Leading People**

Definition: This core qualification involves the ability to lead people toward meeting the organization's vision, mission, and goals. Inherent to this ECQ is the ability to provide an inclusive workplace that fosters the development of others, facilitates cooperation and teamwork, and supports constructive resolution of conflicts. Associated competencies:

* Conflict management
* Leveraging diversity
* Developing others
* Team building

**ECQ 3: Results Driven**

Definition: This core qualification involves the ability to meet organizational goals and customer expectations. Inherent to this ECQ is the ability to make decisions that produce high-quality results by applying technical knowledge, analyzing problems, and calculating risks. Associated competencies:

* Accountability
* Customer service
* Decisiveness
* Entrepreneurship
* Problem solving
* Technical credibility

**ECQ 4: Business Acumen**

Definition: This core qualification involves the ability to manage human, financial, and information resources strategically. Associated competencies:

* Financial management
* Human capital management
* Technology management

**ECQ 5: Building Coalitions**

Definition: This core qualification involves the ability to build coalitions internally and with other Federal agencies, State and local governments, nonprofit and private sector organizations, foreign governments, or international organizations to achieve common goals. Associated competencies:

* Partnering
* Political savvy
* Influencing/negotiating

#### Fundamental Competencies

Competencies are the personal and professional attributes that are critical to successful performance in the SES. The fundamental competencies are the attributes that serve as the foundation for each of the Executive Core Qualifications. Experience and training that strengthen and demonstrate the competencies will enhance a candidate's overall qualifications for the SES.

**Definition**: These competencies are the foundation for success in each of the Executive Core Qualifications.

* **Interpersonal Skills**

Treats others with courtesy, sensitivity, and respect. Considers and responds appropriately to the needs and feelings of different people in different situations.

* **Oral Communication**

Makes clear and convincing oral presentations. Listens effectively; clarifies information as needed.

* **Integrity/Honesty**

Behaves in an honest, fair, and ethical manner. Shows consistency in words and actions. Models high standards of ethics.

* **Written Communication**

Writes in a clear, concise, organized, and convincing manner for the intended audience.

* **Continual Learning**

Assesses and recognizes own strengths and weaknesses; pursues self-development.

* **Public Service Motivation**

Shows a commitment to serve the public. Ensures that actions meet public needs; aligns organizational objectives and practices with public interests.

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# Course Descriptions by ECQ

# ECQ 1: Leading Change

This core qualification involves the ability to bring about strategic change, both within and outside the organization, to meet organizational goals. Inherent to this ECQ is the ability to establish an organizational vision and to implement it in a continuously changing environment.

## American University

The common ingredients in each of American University’s programs offer students the opportunity to acquire contemporary public management knowledge, values and skills; develop the personal leadership capacity needed to implement what they learn in their organizations; and transform themselves from good managers to extraordinary leaders. We achieve the goal in each of the four programs described below:

* Key Executive Leadership MPA Program
* Key Executive Leadership Certificate Program
* Council of the Inspectors General and American University's New Leadership Development Program
* Council of the Inspectors General and American University's Experienced Leadership Development Program

### Key Executive Leadership MPA Program

<http://www.american.edu/spa/key/mpa.cfm>

The Key Executive Leadership MPA Program is a Masters in Public Administration graduate degree program designed for mid-career professionals at the GS-13 level (or NGO equivalent) and above. Good managers are challenged to become extraordinary leaders as they acquire the competencies of the ECQs required by OPM for Senior Executive Service consideration. Participants maintain employment while attending courses on selected weekends (Friday and Saturday or Friday, Saturday and Sunday) for 22-24 months which allows them to immediately test and apply on Monday what they learned in the classroom.

For more than 35 years, the Key Executive Leadership MPA Program has transformed good leaders into *extraordinary* leaders. The Key MPA Program largely serves leaders employed by the Federal Government, though a significant number of state, local, nonprofit and private leaders also graduate from the program.

The Key Program has a clear methodology for achieving the goals:

1. Cohort: Students are placed in a cohort where all participants start their program together, take all of their classes together and graduate together. The trusting environment that is created at the Orientation session and builds throughout the program, enables knowledge transfer, honed teaching skills, honest feedback, the ability and confidence to recreate the same environment with those led, and a career-long support group.
2. Professors: The substantive material of the program is focused on the federal sector, and we use professors who are practitioner/scholars to teach the courses. The professors all have experience with the Federal Government and have the skills to work with adult learners. As a result, they are able to stimulate relevant discussions that challenge students to think about the concepts they read and learn in the classroom, and challenge them to apply what they learn in their workplace.
3. Reading: Reading is necessary to expand a range of choices for action. Therefore, students are given much to read and are expected to become familiar with the material.
4. Action Learning: In lieu of a Master’s Thesis, students identify a difficult, long-standing unresolved problem in their workplace; sign a contract with their supervisor to work on the issue; recruit five-to-seven persons to work with them on the issue; teach their colleagues the action learning process; apply the process to the issue and create recommendations for resolution; present the recommendations to the agency; write a paper identifying what they learned about the process, what they learned about themselves and the persons on the action learning team, what public administration concepts they applied to their work, and what they learned about leading change; and present their paper to their colleagues in the cohort and the professors in the program.

Examples of action learning projects are posted on the Key MPA web site: <http://www.american.edu/spa/key/action_learning.cfm>

1. International Leadership: The program offers students an opportunity to take a course in Brussels, Belgium that focuses on a comparison of the political structure and governance between the United States and the European Union. Members of the European Parliament, Ministers, and NATO representatives work with students in the program as they learn and understand the similarities and differences.

American University’s Master of Public Administration degree is the sixth-ranked MPA program in the country, and the Key Executive Masters Degree in Public Administration is the only Public Administration Masters Degree accreditated by the National Association of Schools of Public Administration and Affairs.

***Courses:*** For course descriptions, [click here](http://www.american.edu/spa/key/courses.cfm).

***Dates:*** For the Spring 2013-Fall 2014 schedule, [click here](http://www.american.edu/spa/key/upload/Key-46-Cohort-Schedule.pdf).

***Location:*** American University (Washington, DC)

***Cost:*** $1,675 per credit

***Apply:*** To apply, [click here](https://app.applyyourself.com/AYApplicantLogin/ApplicantConnectLogin.asp?id=au-spa). Applications are due November 15, 2012.

For more information on this program, please contact: 202-885-3217

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### Key Executive Leadership Certificate Program

<http://www.american.edu/spa/key/certificate_key.cfm>

The Key Executive Leadership Certificate Program is the gold standard for certificate program leadership development for federal managers. The eight-course program is offered beginning in the fall and spring. It is designed for mid-career professionals at the GS-13 level (or NGO equivalent) and above who are interested in acquiring the Executive Core Qualifications required by OPM for the Senior Executive Service over a period of eight months. The courses are scheduled on Fridays and Saturdays to accommodate busy, working professionals. It also allows them to immediately test and apply on Monday what they learned in the classroom. The curriculum of the Key Executive Leadership Certificate Program is based on the curriculum and methodology of the Key Executive MPA Program: Key Certificate students learn the skills and advance their knowledge in the five areas identified in the OPM Executive Core Competencies as critical to success in the Senior Executive Service. With the certificate program, Key students are well on the road to leadership and advancement in the Federal Government.  
  
The Key Executive Leadership Program is based on the Key philosophy:  In order to develop the skills necessary to succeed in the rapidly changing government environment, the Key program is conducted in a safe and respectful environment where students practice leadership and management skills, increase leadership capacity through feedback, and learn about issues through their own work projects.  
  
The Key Executive Leadership Certificate Program:

Focuses on the student by challenging good managers to become extraordinary leaders. Leaders at the senior level need leadership skills to deliver more effective and efficient programs and services to the public. The program:

1. Meets real standards. Those who complete the certificate program are well positioned to meet OPM’s Executive Core Qualifications.
2. Offers leading faculty. The faculty members have been selected for their prominent reputations in public administration, executive education, and adult learning. As a result, they are able to stimulate relevant discussions that challenge students to think about the concepts they read and learn in the classroom, and challenge them to apply what they learn in their workplaces.
3. Is based on the cohort approach to learning. Classes are taken as a cohort, an integrated community of learners who take courses together in a supportive environment. A cohort enables knowledge transfer, honed teaching skills, honest feedback, the ability and confidence to recreate the same environment with those led, and a career-long support group.
4. Reading: Reading is necessary to expand a range of choices for action. Therefore, students are given reading material and are expected to read it before coming to class.
5. Includes executive coaching. In addition to the eight-course program, students are provided two “360-degree evaluations” contributed to by colleagues, supervisors, and customers at the beginning and end of the program to measure progress in the Emotional Intelligence (EI) competencies of self-awareness, self-management, social awareness, and relationship management. This instrument is the only assessment tool that has been validated for measuring EI in federal managers.

Coaching jump starts the application of principles students learn in class to the workplace. With coaching, students choose to change their behavior more quickly, and are supported in their efforts. Coaching leads to enhanced leadership capacity and more organizational productivity. We use the Hay Group 360-degree instrument because the data is analyzed using the elements of emotional intelligence.

Students who choose to write an 8-10 page paper at the end of each of the eight classes receive 12 hours of credit toward the 42-credit Masters Degree in Public Administration Program at American University.

***Courses:*** For course descriptions, [click here](http://www.american.edu/spa/key/key_certificate_courses.cfm).

***Dates:*** For the Spring 2013-Fall 2013 schedule, [click here](http://www.american.edu/spa/key/upload/2013-Spring-Schedule.pdf).

***Location:*** American University (Washington, DC)

***More Information:*** For a listing of the Key Executive Leadership Certificate Program Information Sessions, [click here](http://www.american.edu/spa/key/Certificate-Information-Sessions.cfm).

***Cost:*** The price, which covers eight courses, six coaching sessions, and all course materials, is available on MOBIS:

|  |  |
| --- | --- |
| **Number of Applicants** | **GSA Price with IFF** |
| **1-2** | **$17,604.03** |
| **3-4** | **$16,137.02** |
| **5+** | **$15,403.52** |

***Apply:*** To apply for Spring 2013-Fall 2013 program, [click here](http://www.american.edu/spa/key/Online-Application-for-Key-Certificate.cfm).

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### Council of the Inspectors General and American University's Leadership Development Program

<http://www.ignet.gov/pande/pd/ldrdev.html>

The Leadership Development Program will now be offered in two separate elements:

* New Leaders (GS-13 or GS-14 who have not had formal leadership development opportunities) and
* Experienced Leaders (long time GS-14 or GS-15 leaders who may or may not have had formal leadership development opportunities)

Each element is scheduled for two weeks with a break between the first and second week to enable participants to apply what they have learned and then reconvene to discuss their experiences.

**For New Leaders**

*Week 1 (5-day session):*

*Leadership Development: Transforming from Managing to Leading*

Participants explore various roles, responsibilities, and choices in creating high performing organizations. A basic assumption is that leadership is a journey of continuously struggling to know oneself, understand one's relationship with others, and take responsibility for making conscious choices through reading, dialogue, and reflection. Participants focus on their personal approaches to leadership, develop an awareness of the advantages and disadvantages that accompany them, identify personal values and understand how those values drive both a leader's and follower's behavior, learn about the role of individual vision and mission in leading others, and understand the different skills required as one is promoted to levels of increasing responsibility. **(Three Days)**

*Leader as Team Builder and Facilitator*

Participants are challenged to provide a context for exploring the role of the leader as a team builder, including providing experiential learning activities to build the cohort team and to utilize tools that can be applied in the workplace. A self-introductory exercise is used to launch the course by exploring the theme of "intentional leadership" and using oneself as an instrument of change. Participants describe the culture in which the OIG operates and its attitude toward teams. Participants review class norms and how they have been utilized in the cohort. Group activities focus on the dimensions of inclusion, control, and openness to relationships. Participants are challenged to critically review their leadership/management style to see whether they are receiving the results they want with their direct reports, peers, bosses, and key stakeholders. If not, participants are challenged to identify behaviors they might choose to change to be more effective with those they lead.

In addition, participants examine the actions needed to create a high performing team. They are guided as to the behaviors they should engage in when facilitating a team through the stages of group development, including forming, storming, norming, and performing. Participants also discuss the importance of developing a team charter, which includes the need for addressing goals, roles, norms, and relationships. **(Two Days)**

*Week 2 (5-day session):*

*Leading Organizational Change for Results*

The goal of this organizational change management course is to integrate into participants' experience useful concepts and practical tools so that participants are more able to lead a successful change effort for results. It addresses leading change such as reorganizing functions and roles as well as the psychological aspects of transitioning through change. Participants will learn how to assess change readiness and apply models for examining a structured change process and its implementation, taking into account the human dimensions of transition. Participants will examine the role of perceptions, assumptions, resistance, beliefs and values crucial to change initiatives. **(Two Days)**

*Ethics for Public Managers*

This module explores ethical philosophy and its implications for decisions and action. It includes concepts of the public trust, conflicting interests, ends and means, deception, personal integrity, work place civility, and the need for government to keep its promises. **(One Day)**

*Manager as Coach for Improving Performance*

This course will teach participants the essentials of coaching to close employees' performance gaps, teach skills, impart knowledge, motivate, and inculcate desirable work behaviors. Participants will learn how to create a high performance culture, identify opportunities to enhance the skills and careers of people who want to step up to new challenges to take active responsibility for their own behavior and development, apply emotional intelligence theory to improve employee performance, develop effective performance goals, listen at deep levels, ask powerful questions, give and receive feedback; use appreciative inquiry, guide coaching conversations to performance-related issues, co-create individual development plans, and distinguish between coaching opportunities and performance situations that are better resolved through other means. Participants will self-diagnose their strengths and areas to develop as a coach and determine resources for developing coaching skills. **(Two Days)**

**Dates:**

**OIG/New Leaders 17:**   
Week 1: January 14-18, 2013  
Week 2: February 25-March 1, 2013

**OIG/New Leaders 18:**   
Week 1: April 8-12, 2013  
Week 2: May 20-24, 2013

**OIG/New Leaders 19:**   
Week 1: June 3-7, 2013  
Week 2: July 8-12, 2013

**OIG/New Leaders 20:**   
Week 1: August 5- 9, 2013

Week 2: September 9-13, 2013

**OIG/New Leaders 21:**   
Week 1: October 7-11, 2013  
Week 2: November 18-22, 2013

**OIG/New Leaders 22:**

Week 1: January 13-17, 2014

Week 2: February 10-14, 2014

*Location:* Watkins Building, American University (Washington, DC)

*Cost:* $3,000

To apply for this program, [click here](http://www.ignet.gov/pande/pd/ldrdev.html#reg).

**For Experienced Leaders**

*Week 1 (5-day OR 7-day session--see note at (\*) below):*

*Leadership Development: Transforming from Managing to Leading*

This course will focus on managing conflict for positive results, lively, interesting meetings, extracting ideas from all team members, solving real problems quickly, minimizing politics, and putting critical topics on the table for discussion. The module also focuses on the need for systems analysis and systems thinking-seeing interrelationships and patterns of change in complex situations as critical elements to becoming extraordinary leaders. **(One Day)**

***(\*) Note:*** Individuals who have not taken the New Leader Program will be scheduled to take the New Leader version of this course immediately preceding the Experienced Leader Program. **(Three Days)**

*Leading Organizational Change for Results*

The goal of this course is to strengthen personal mastery and systems thinking in order to move beyond resistance when leading change efforts. It emphasizes leadership competencies such as understanding behavior styles and systems thinking as they relate to leading organizational change efforts and building organizational capacity to deal with ongoing change. The course will build on material covered in the course for OIG New Leaders regarding change readiness and leading organizational change efforts, increase personal mastery through understanding of self and others' behavior styles as they relate to change, and increase ability to move beyond resistance by exploring barriers to change from within oneself, from others, and from the organizational environment. **(Two Days)**

*Executive Communication*

This course examines basic principles for successful strategic workplace communications. Participants learn how to create personal messages, memoranda, and policy documents and how to present effective briefings that are heard and acted upon. **(One Day)**

*Political Process*

This course examines the relationship of the legislative process, congressional oversight, and EOP/OMB review and approval to the administration of government policy. Participants study how to best respond to pressure groups, clientele groups, and the general public. They also address their relationship to political executives, and the political basis of government organization. In addition, the module reviews how the Inspector General community fits into the political process from the perspective of its obligations to Congress and agencies, and from the perspective of attempting to influence its budget and operations. **(One Day)**

*Week 2 (5 day session):*

*Leader as Team Builder and Facilitator*

Participants will facilitate the cohort through a real time team building exercise. Each facilitation team will address the essential elements of building a team charter including defining the purpose, clarifying the roles, addressing the norms/procedures and improving relationships. After each facilitation team finishes, they will receive feedback from the group. The course will conclude with a review of each individual's learning goals and an action plan to apply the tools and skills they have learned back in the workplace and throughout the OIG community. **(Two Days)**

*Budget Creation and Execution*

This course explores the use of the executive budget as a device for management planning and control. The participants develop their skills in understanding different budgetary systems, the elements of budget review and execution, and various strategies and tactics employed by participants in the budgetary process. **(One Day)**

*Network Management*

Participants examine their own networks, understand the power of social networks to assist in the implementation of public policy, and learn how to create and nurture networks across their own organizations, stakeholder organizations, and multi-governmental entities to share information, make better decisions, and more promptly implement programmatic changes. **(Two Days)**

***Dates:***

**OIG/ Experienced Leaders 12:**

Week 1: January 25- February 1, 2013

Week 2: March 11-15, 2013

**OIG/Experienced Leaders 13:**

Week1: May 10-17, 2013

Week 2: June 17-21, 2013

**OIG/Experienced Leaders 14:**   
Week 1: July 26- August 2, 2013   
Week 2: September 23- 27, 2013

**OIG/Experienced Leaders 15:**

Week 1: July 26- August 2, 2013

Week 2: September 23- 27, 2013

*Location:* Watkins Building, American University (Washington, DC)

*Cost:* $3,000

To register for this program, [click here](http://www.ignet.gov/pande/pd/ldrdev.html#reg)

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## Brookings Institution

Brookings Executive Education: A Partnership of the Brookings Institution and Washington University in St. Louis

The Brookings Institution—founded in 1916—is a nonprofit, public policy organization based in Washington, D.C. Its mission is to conduct high-quality, independent research and, based on that research, to provide innovative, practical recommendations that advance three broad goals:

* Strengthen American democracy
* Foster the economic and social welfare, security and opportunity of all Americans
* Secure a more open, safe, prosperous and cooperative international system

A world leader in management education and scholarly research, Olin Business School has flourished since 1917 at Washington University in St. Louis. Olin’s portfolio of degree and nondegree programs emphasizes critical thinking and strategic problem-solving, creativity and innovation, a global perspective, and the collaborative, applied learning needed to tackle the most complex, cross-functional issues. In addition to Brookings, Olin partners with more than 20 international universities, including Fudan University in Shanghai, China; the Cass Business School in London; Fundação Dom Cabral in Nova Lima, Brazil; and the Indian Institute of Management in Ahmedabad, India.

Olin’s award winning curriculum on critical thinking serves as the bedrock of Brookings Executive Education. The MBA Roundtable, a collaborative organization comprised of 150 business schools worldwide, bestowed its first Innovator Award in 2011 to the Olin Business School for its unique curriculum Critical [Thinking@Olin](mailto:Thinking@Olin). Brookings Executive Education has modified this content for government managers and executives to provide them with the same important knowledge and know-how that is being recognized as essential for business success, particularly in times of economic stress and uncertainty.

This catalog identifies specific courses offered at the Brookings Institution that will help federal managers and leaders meet their developmental needs in the five ECQs. However, the Brookings Institution offers several other leadership courses, which are not included in this catalog that managers and leaders may find beneficial and rewarding. Following is a link to its course catalog for 2012-2013: <http://www.brookings.edu/~/media/Exec%20Ed/20122013%20BEE%20Course%20Catalog.pdf>. This link will provide you with a full listing of courses offered.

### Executive Leadership for America

<http://www.brookings.edu/about/execed/programs/execleadership>

Leading change takes experience, courage, and a great deal of energy and imagination.   
  
In this course, you will work with stimulating thinkers and strategic development experts to build on your tried-and-true leadership qualities, and push yourself to develop fresh insights and approaches. Learn to confront the challenges that come with your high-level responsibilities and find time to reflect on what it takes to make a difference at the top of public service organizations. Taking place at [The Boar's Head Inn](http://www.boarsheadinn.com/), in Charlottesville, Va., this course explores the governmental framework created by the founders in a setting favored by Thomas Jefferson.

This program will help you:

* Understand the historical framework for constitutional government and the legacy bestowed by the Founders
* Gain a fresh perspective on persistent challenges
* Establish energizing and enduring relationships with expert peers
* Adopt a range of leadership styles
* Increase appreciation for the importance of federal service and provide a clearer understanding of the diverse roles of the government executive
* Gain greater appreciation of the philosophical underpinnings of public service
* Learn how to create an organizational environment that is responsive to change, but also true to its purpose and tradition

*Dates:* April 14-19, 2013; September 22-27, 2013

*Location:* Boar’s Head in Charlottesville, VA

*Cost:* $5,750

**For more information on this program or for additional dates please contact: (800) 925-5730**

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### Innovative Business Practices for the Public Sector

<http://www.brookings.edu/about/execed/programs/ibp>

Take advantage of this rare opportunity to learn from the top leaders in the business world through visits to the headquarters of today’s most innovative companies. Designed for Senior Executive Service (SES) members and candidates, this course will help you tap into some of the best minds in the private sector. Learn how corporate leaders deal with the same challenges facing federal agencies, including human capital issues, organizational turnaround, technological advances, change management and effective communication.

This program will help you:

* Develop new ideas to increase efficiency and effectiveness
* Learn private-sector best practices that could improve your federal agency
* Brainstorm new ideas in a group setting

*Dates:*  October 21-25, 2013

*Location:* Brookings Institution (Washington DC)

*Cost:* $3,735

**For more information on this program or for additional dates please contact: (800) 925-5730**

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### Inspiring Creativity in Organizations

<http://www.brookings.edu/about/execed/programs/inspiringcreativity>

In a rapidly changing world, the ability to constantly refresh existing approaches through new ideas and continuously improve processes and practices are indispensable leadership qualities. Leaders who have mastered the skills of creative thinking—and who can foster those skills in others—are in a position to add tremendous value to their organizations.

Through this course you will learn how to enhance creative thinking and overcome barriers to such thinking. By learning how to build creative habits into your work routines, you will learn to lead in ways that foster creativity.

* This program will help you:
* Understand the factors that allow individuals and groups to develop new insights, question conventional approaches, and encourage new ideas
* Design and lead teams that can implement new or cutting-edge programs and processes

*Dates:*  September 17-18, 2013

*Location:* Brookings Institution (Washington DC)

*Cost:* $1,895

**For more information on this program or for additional dates please contact: (800) 925-5730**

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### Resilience in Leadership

<http://www.brookings.edu/execed/programs/resilience102011.aspx>

More than 30 years of research shows that our thinking styles—habits of thinking we develop about ourselves, our world and our future—directly affect how we respond to challenges and  
opportunities. These thinking styles often can lead us away from the success we work so hard to achieve, sapping our resilience at work and home.

In this highly interactive, skills-based program, you will learn how to capitalize on your existing resilience and bolster any areas of weakness. You will identify your own thinking styles and how they may be helping or hurting your performance. And you will learn a series of practical skills that will help you think more flexibly and accurately, for improved resilience and success.

This program will help you:

* Harness positive thinking and inspire excellence in others
* Feel a renewed connection to your job and organization
* Find new ways to solve seemingly intractable problems

*Dates:*  October 16-17, 2013

*Location:* Brookings Institution (Washington DC)

*Cost:* $1,895

**For more information on this program or for additional dates please contact: (800) 925-5730**

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### Strategic Thinking: Driving Long-Term Success

<http://www.brookings.edu/about/execed/programs/strategicthinking>

Every organization must formulate its objectives and priorities and then determine how to achieve them. Doing so requires not only investments in people, processes, and organizational structure, but also in the analysis of trade-offs because resources are limited. Strategic thinking requires leadership to look for external and internal changes and trends that may call for adjusting the strategy.

This course on strategic thinking introduces the topic and helps you proactively manage your organization for long-term success. The program establishes a framework for strategic thinking and provides you with an opportunity to practice new strategies not only with respect to various case scenarios, but also with respect to your own agency. By the end of the two-day program, participants will possess fundamental tools and frameworks and will practice using them so they can be applied immediately in their workplaces.

This program will help you:

* Learn the eight elements of strategic thinking and gain practice applying them to your present position as well as novel situations
* Understand strategy for an organization and how it applies to government agencies
* Identify and overcome common pitfalls in implementing strategy

*Dates:*  May 21-22, 2013; October 22-23, 2013

*Location:* Brookings Institution (Washington DC)

*Cost:* $1,895

**For more information on this program or for additional dates please contact: (800) 925-5730**

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### Vision and Leading Change

<http://www.brookings.edu/about/execed/programs/vision>

The development and communication of a vision statement is central to creating a sense of purpose within an organization and is a key element in leading organizational change.

This course will explore two objectives. First, it investigates how leaders can develop a vision and communicate it to create and sustain a positive workplace. Developing a vision statement requires it to fit within the mission and values of the organization as well as lead to a tangible strategy and set of strategic initiatives. The vision statement is a bridge between an organization's mission and its strategy.

Second, the course examines specific methodologies and provides practical tools for leading change in complex organizations. Developing a vision statement, strategy, and set of strategic initiatives is a social enterprise. Vision and Leading Change will explore how you can lead such a social enterprise with special attention paid to using current information technologies.

This program will help you:

* Lead a process to refine or develop an implementable vision for your agency
* Develop and lead organizational change within and across organizations

*Dates:*  January 29-30, 2013

*Location:* Brookings Institution (Washington DC)

*Cost:* $1,895

**For more information on this program or for additional dates please contact: (800) 925-5730**

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## 

## Center for Creative Leadership

The Center for Creative Leadership (CCL®) is a top-ranked, global provider of executive education that develops better leaders through its exclusive focus on leadership education and research. Founded in 1970 as a nonprofit, CCL helps clients around the world cultivate creative leadership—the capacity to achieve more than imagined by thinking and acting beyond boundaries.

Its [mission](http://www.ccl.org/leadership/about/mission.aspx) is to advance the understanding, practice and development of leadership for the benefit of society worldwide.

This catalog identifies specific courses offered at CCL that will help federal managers and leaders meet their developmental needs in the ECQs. However, CCL offers several other leadership courses, not included in this catalog that managers and leaders may find beneficial and rewarding. Following is a link to that provides a listing of its course offerings: <http://www.ccl.org/leadership/programs/summaries.aspx>

### Leadership at the Peak

[**http://www.ccl.org/leadership/programs/LAPOverview.aspx**](http://www.ccl.org/leadership/programs/LAPOverview.aspx)

You're at the top of your game. And the pressure is on.

If you've made it to the C-suite or are on the senior executive team, your challenges are categorically different than in years past. Regardless of industry and context, leading at the top requires that you excel in new ways. It's the right time to reflect on your leadership style, dissect your effectiveness and examine how to proceed in the future. Leadership at the Peak is a once-in-a-career opportunity to maximize your personal leadership power to accelerate your organization's commitment, alignment and results.

Leadership at the Peak is for leaders of the enterprise. It is designed exclusively for C-level and senior executives in the top three tiers of the organization: Those with more than 15 years of management experience and leadership responsibility for 500 or more people. To ensure participants have the optimum background to benefit from the program, admission is by application only.

**Outcomes**

The highly personalized Leadership at the Peak gives you powerful data and experiences to help you lead the organization. As a result you will:

* **Learn how key stakeholders rate your leadership effectiveness** and how you compare with other senior executives.
* **Strengthen your external influence skills** with Boards, shareholders, partners and other critical stakeholders.
* **Enhance your executive image** and communication skills.
* **Validate or recast your organizational vision.**
* **Broaden your network** of senior executive colleagues.
* **Learn to balance and sustain your energy** for the work of leadership.

***2013 Dates****:* Jan 14-18; Jan 28-Feb 1; Feb 11-15; Mar 4-8; Mar 18-22; Apr 22-26; May 6-10; May 20-24; Jun 10-14; Jun 24-28; Jul 8-12; Jul 15-19; Jul 29-Aug 2; Aug 12-16; Aug 26-30; Sep 9-13; Sep 23-27; Oct 7-11; Oct 14-18; Oct 28-Nov 1; Nov 4-8; Nov 18-22; Dec 2-6; Dec 9-13

***Location****:* Colorado Springs, CO

***Cost****:* $11,600

***To register****:* The secure, online registration process allows you to select your desired program date and location, provide your contact and payment information, and submit your form directly through our Web site. <http://solutions.ccl.org/Leadership_at_the_Peak>. PHONE-Call Client Services at 1-800-780-1031.

For further questions about this program please contact: 1-336-545-2810

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## City University of Seattle

### Change Leadership (online)

<http://www.cityu.edu/programs/som/gc_change_leadership.aspx>

If you're a working professional who wants to improve your ability to lead locally and globally, and you're looking for an opportunity to refine your skills in an ever-changing business climate, this graduate certificate program is a great fit. And you can also use the Change Leadership certificate program as a great stepping stone to a graduate program if you haven't yet earned a graduate degree.

The Change Leadership certificate program will give you the knowledge and skills you need to be a strategic leader in your field, at any level of your organization. Our program shows you how to think systematically, seek input from others so you can make sustainable decisions, use your interpersonal skills to coach and motivate others, make ethically, socially and environmentally responsible decisions and navigate organizational politics and build strong teams

Our faculty teach what they do for a living, not just what's in the book. They're smart, successful people who can help you get there, too. We keep class sizes small so you can get the personal attention you deserve. You can get an education without sacrificing your lifestyle. Attend class and complete your coursework on a schedule that works best for you.

*Dates*: Program starts every quarter and is 18 credits in length. We do not have an

application deadline.

*Cost*: $11,394

*Location*: All classes are delivered online and can be accessed anytime, anywhere.

**Please contact the Office of Admissions at 1-888-42-CityU (1-888-422-4898) or info@cityu.edu**

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## Colorado State University

### Short courses in organizational dynamics

<http://www.biz.colostate.edu/PDBR/PEDP/Pages/shortCourses.aspx#organizationalDynamics>

* + **Ally Relationships**:  This day long program will provides methods and tools to become the trusted confidant and ally necessary to establish long-term business relationships.  (Two 3 hour sessions)
  + **Solving the Generations Puzzle**: Multiple Generations Working Side by Side:  This workshop is for managers and members of multigenerational teams who want to move from judging to understanding – and learn to appreciate and leverage differences.  (One 3 hour session)
  + **Power and Politics**:  This program assesses individual power and examines six stages of power and how to use them effectively as a manager.  (One 3 hour session)
  + **Managing Conflict to Enhance Organization Performance**:  A two day seminar designed to increase knowledge, skill, and awareness in order to effectively manage disagreements and conflict.  (Two day session)
  + **Beyond Gender**: Leveraging Gender Differences for Workplace Results:  In this interactive and light-hearted workshop, participants will learn the business case for leveraging feminine as well as masculine approaches to leadership and management.  (One 3 hour session)
  + **Innovation and Creativity**:  This lively session deals with idea fluency, creative solutions to problems, and establishing and maintaining an environment that supports creativity.  (One 3 hour session)
  + **Conflict Management**:  Learn the ways to openly and appropriately confront issues and solve interpersonal issues with ease.  (One 3 hour session)

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### Short courses on leadership

<http://www.biz.colostate.edu/PDBR/PEDP/Pages/shortCourses.aspx#leadership>

* + **Multidimensional Leadership**:  This program explores how leadership is changing for the 21st Century and the demographics pushing the changes while helping participants emerge with a plan for action to gain and refine leadership competencies.  (One 4 hour session)
  + **Leading High Performance Teams**: Understanding the Keys to Effective Team Dynamics:  A two day workshop that will give participants a greater understanding of teamwork and leadership skills for the development and management of high performance teams.  (Two day session)
  + **Targeted Retention**: Being the Organization of Choice:  One day program developing concepts of how to build a foundation of managerial practices that attracts and keeps the most talented people.  (One day session)
  + **Delegation**:  The class provides an overview of the components of effective delegation and how it can be accomplished to ensure that delegated tasks are given to the right person in a way that ensures success and learning and truly moves the performance of delegated tasks.  (One 3 hour session)
  + **Managing and Leading Organizations**:  This course is designed to assist participants in improving the ability to exercise effective leadership within the organization as well as with customer and vendors.  (Two day session)
  + **Coaching for Performance**:  This workshop develops the various types of coaching and the appropriate circumstances in which to use them.  (One 3 hour session)
  + **The Journey Within**: Understanding and Capitalizing on Leadership Talents:  One day workshop that makes use of the Myers-Briggs Self Assessment instrument to assist participants in developing action plans to maximize leadership strengths.  (One day session)
  + **The Leadership Edge**: An Authentic Style:  A seminar that utilizes “self-discovery” to help leaders realize who they are (intrinsically) and how their stories shape their authentic style.  (One day session)
  + **Performance Management Tools for Executives**:  This program provides middle managers with an opportunity to refine their skills in goal setting, measuring performance, and giving feedback.  (One day session)

**Contact Number: (970) 491-6265 or** [**jim.francis@business.colostate.edu**](mailto:jim.francis@business.colostate.edu)

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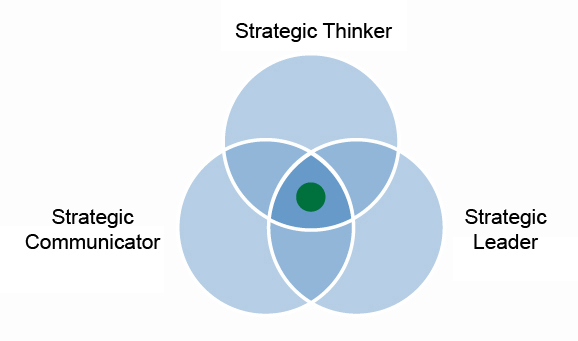
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## Dartmouth College

### The Leadership & Strategic Impact (LSI) Program

*The Intersection of Strategy, Leadership & Communication*

The [Leadership and Strategic Impact](http://exec.tuck.dartmouth.edu/programs/open-programs/leadership-and-strategic-impact)(LSI) program improves the strategic leadership skills of senior managers whose actions and decisions have strategic implications for the organization.  An intensive five-day program, LSI will hone your strategic capability, while at the same sharpening your individual leadership skills and self-awareness so you can help your teams, divisions, and overall organization transform strategy into front-line action. As its title indicates, LSI is all about the intersection of how to think, communicate and lead strategically to further organizational objectives.



**Program Topics include:**

* Developing a Strategic Mindset
* Strategic Challenges in Top Management Teams
* Connecting Strategy to Constituents
* Why Smart Executives Fail
* Leadership and Personal Responsibility
* Strategy Implementation
* How Successful Leaders Get Even Better—A Workshop with Dr. Marshall Goldsmith
* Broadening Leadership Styles
* Influence without Authority
* Understanding Situational Leadership
* Leading Change/Getting Results with Others
* Preprogram Leadership Assessment and Peer Coaching

LSI is an opportunity to step outside your organization, a time to reflect in an unparalleled, distraction-free learning environment in a region of spectacular natural beauty.

**Participant Profile:** senior executives/managers whose actions and decisions have strategic implications for the organization

**2013 Session Dates:** May 5-10, 2013 & October 20-25, 2013

**Location:** Tuck School of Business on the Dartmouth College campus in Hanover, New Hampshire

**Program Fee:** $11,000 (includes tuition, all program materials, leadership assessments, most meals and accommodations on the Dartmouth College campus).

**Application:** [Click here to access the LSI application](http://exec.tuck.dartmouth.edu/programs/open-programs/leadership-and-strategic-impact/apply-now)

**Web Address:** <http://exec.tuck.dartmouth.edu/programs/open-programs/leadership-and-strategic-impact>

**Contact:** Valerie Davio (603) 646-2839

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### The Leading Innovation: From Idea to Impact Program

*Innovation from Ideation through Execution*

[Leading Innovation: From Idea to Impact](http://exec.tuck.dartmouth.edu/programs/open-programs/leading-innovation-from-idea-to-impact) is the essential program for learning to navigate the innovation execution process from beginning to end. In five intensive days, the program provides the necessary practical frameworks to successfully execute on breakthrough ideas so your company can stay ahead by creating, growing, and profiting from new business models.

Businesses are designed for ongoing operations, not the search for innovation. And there are deep and fundamental conflicts between the two. Participants in *Leading Innovation* will learn how to address these challenges and successfully execute an innovation initiative.

**Program Topics include:**

* Strategy Is Innovation
* Structuring the Ideation Process
* Innovating in Turbulent Environments
* Innovation Ecosystems
* Product Development Leadership
* Enduring Market Leadership
* Emergent Consumers in New Product and New Service Development
* Execution: Organizing for Innovation
* Influence without Authority
* Execution: Disciplined Experimentation
* The Economics of Innovation
* Reverse Innovation
* Application to Your Innovation Initiatives

**Action Learning/Innovation Challenge**:  
As well as the immersive classroom experience, participants have the opportunity to design and complete an action-learning project of strategic relevance to their company. These hands-on projects are designed around company-specific innovation challenges. They present an opportunity to apply concepts learned in the classroom, thus delivering a payoff on the learning experience. Projects may be completed by individuals or teams in attendance.

*Leading Innovation* is an opportunity to step outside your organization, a time to reflect in an unparalleled, distraction-free learning environment in a region of spectacular natural beauty.

**Participant Profile:** Senior managers from established organizations who have responsibilities for innovation. These include strategy leaders, managers of new businesses, directors of strategic business development, chief innovation officers, chief strategy officers, chief technology officers, directors of R&D and product development, and members of innovation teams and all those who support innovation.

**2012/13 Session Dates:** November 4-9, 2012 & November 3-8, 2013

**Location:** Tuck School of Business on the Dartmouth College campus in Hanover, New Hampshire

**Program Fee:** $11,000 (includes tuition, all program materials, most meals and accommodations on the Dartmouth College campus).

**Application:** [Click here to access the Leading Innovation application](http://exec.tuck.dartmouth.edu/programs/open-programs/leading-innovation-from-idea-to-impact/apply-now)

**Web Address:** <http://exec.tuck.dartmouth.edu/programs/open-programs/leading-innovation-from-idea-to-impact>

**Contact:** Valerie Davio (603) 646-2839

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### The Tuck Executive Program (TEP)

*Immersive. Intensive. Transformative.*

The [Tuck Executive Program (TEP)](http://exec.tuck.dartmouth.edu/programs/open-programs/tuck-executive-program) is Tuck's premier leadership program. TEP immerses senior executives in a broad, strategic general management experience with an unparalleled emphasis on personal leadership transformation. TEP provides you an opportunity to learn with a select group of peers who come from a broad range of functional backgrounds and represent a richly diverse mix of top global organizations, industries, and countries.

TEP is the shortest of the elite advanced management programs, as noted in a Wall Street Journal [survey of advanced management programs](http://exec.tuck.dartmouth.edu/news-knowledge/downloads/short-and-very-sweet) at select business schools. Lasting just three weeks, TEP’s tightly integrated design helps address the pressures of being away from office and home.

TEP is an immersive learning experience, consisting of three tightly integrated one-week modules delivered by Tuck’s leading faculty.

**Module One—Looking Forward: Management in Action**  
You will begin by sharpening your general management perspective and learning to integrate cross-functional expertise into strategic management processes.

**Module Two—Looking Outward: Managing Change and Growth**  
This module provides practical frameworks for achieving game-changing results. You will learn how to measure strategic performance, lead and manage change, drive and execute innovation, and successfully implement new ventures.

**Module Three—Looking Inward: Leadership and Personal Change**  
The third module explores your personal leadership strengths and weaknesses and expands your individual self-awareness as a leader. This module also will help you understand ways to improve your team’s strategic functioning for overall organizational success.

TEP not only broadens your knowledge across core functional areas, it expands your strategic mindset, vision, and leadership capability. When you leave Tuck, you are equipped to confidently drive growth, innovation, and change for your organization and you are armed with a plan to hone your leadership skills.

TEP is an opportunity to step outside your organization, a time to reflect in an unparalleled, distraction-free learning environment in a region of spectacular natural beauty.

**Participant Profile:** senior executives/managers, usually with 10-15 years’ experience, whose careers have been marked by achievement and who have significant general management leadership responsibilities.   
**2013 Session Dates:** July 13-August 2, 2013   
**Location:** Tuck School of Business on the Dartmouth College campus in Hanover, New Hampshire   
**Program Fee:** $33,000 (includes tuition, all program materials, leadership assessments, most meals and accommodations on the Dartmouth College campus).   
**Application:** [Click here to access the TEP application](http://exec.tuck.dartmouth.edu/programs/open-programs/tuck-executive-program/apply-now)

**Web Address:** <http://exec.tuck.dartmouth.edu/programs/open-programs/tuck-executive-program>

**Contact:** Valerie Davio (603) 646-2839

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## Duke University

The world is rapidly changing, business is interconnected and everything is more complex. The question is - are the managers and leaders in your organization tooled to excel in today’s new environment? Fuqua’s Executive Education focuses exclusively on LEADERSHIP and MANAGEMENT courses that can help your business succeed. Program participants are coached by world-renowned Duke Faculty to think in new ways, open up to see the big picture and “act on their feet” to capitalize on opportunities in real world situations.

### Advanced Management Program

Learn more or apply today: [**www.ee.fuqua.duke.edu**](http://www.ee.fuqua.duke.edu)

Duke’s Advanced Management Program (AMP) develops global business executives who can lead collaboratively and innovatively in today’s rapidly changing environment. The program is designed for:

Upper and mid-level executives with at least 15 years of experience who have the recognized potential to move into a more senior executive position or role with global responsibility and senior executives holding responsibility for corporate or divisional strategy and implementation

**Learning Outcomes**

Broader and deeper understanding of the complexities, challenges and opportunities of the global economy

Expanded perspective from structured interactions with thought leaders and peers across a broad cross-section of global companies and cultures

Improved capability to demonstrate consequential leadership, lead change and create positive, sustainable differences in an organization

**Business Centric**

Work-friendly Format: The two-2 week session format around one six week intercession allows participants the opportunity to apply concepts learned in class to their own organizations, and then further refine their approach before returning to work at the conclusion of the program.

Learning Agenda: Our design is done “from the outside in,” translating the complex world into learning needs and educational content for today’s leaders, rather than starting with a presumed set of learning needs.

Orchestrator: Rather than an Academic Director, we offer a consultant model that is the thread that pulls the program and its learning content together. The orchestrator spends time with each participant before the program to help them set personal learning objectives and establish a personal learning agenda. The orchestrator also works with the faculty to help them calibrate the learning dynamics of the group and adapt their session for maximum effectiveness. The orchestrator weaves the program sessions together into a meaningful whole.

Themes

*Program Dates*: Session I: April 7-19, 2013

Session II: June 9-21, 2013

Session I: September 8-20, 2013

Session II: November 10-22, 2013

*Location*: Duke University, Durham, NC

*Costs:*  $43,000 (Includes tuition instructional materials, accommodations, meals, and supplemental activities. Airfare and transportation to and from the airport are not included.)

*Contact*: Duke Executive Education

www.ee.fuqua.duke.edu

execed-info@fuqua.duke.edu

1 800.372.3932

1 919.660.8011

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### Duke Leadership Program

<http://www.fuqua.duke.edu/programs/other_programs/executive_education/duke_leadership/>

The Duke Leadership Program (DLP) is based on the principle that every leader has an individual style. The goal of the program is to help you systematize your intuitive leadership skills in an intense and supportive environment, learning to capitalize on your strengths while overcoming leadership challenges. Great leaders are continually learning. This program is ideal for anyone with current or anticipated leadership responsibilities, ranging from high-level executives and managers to people expecting to take on leadership roles, to those who are not in management positions but are expected to lead and influence others in the course of their work.

The program teaches six dimensions of leadership and uses a personalized method for helping you develop your competencies in each of the six areas. Central to the course is a 360-degree assessment tool to be completed in advance of the program by your colleagues. Each assessment is interpreted by a professional coach who will work individually with you to analyze the results and apply leadership principles to the feedback.

You will work with a coach to complete an Individual Action Plan (IAP) to help you become the type of leader you strive to be. The IAP will serve as a roadmap for addressing new leadership challenges after completion of the course. In addition to working with course instructors on these plans, you will be divided into small working groups to provide each other feedback.

*Dates*: April 21-26, 2013

June 23-28, 2013

October 13-18, 2013

December 9-13, 2013

*Location*: Duke University, Durham, NC

*Costs:*  $9,000 (Includes tuition instructional materials, accommodations, meals and supplemental activities. Airfare and transportation to and from the airport are not included.)

*Contact*: Duke Executive Education

www.ee.fuqua.duke.edu

execed-info@fuqua.duke.edu

1 800.372.3932

1 919.660.8011

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### Managing the Unexpected

**Learn more or apply today:** [www.ee.fuqua.duke.edu](http://www.ee.fuqua.duke.edu)

**Mastering change, conflict and complexity using insights from behavioral science and exercises through the fun of theatrical improvisation.**

In any business, things can sometimes get a little chaotic. When unexpected challenges and opportunities arise, the ability to solve problems creatively and quickly can make the difference between managing situations with ease and not managing them at all. **Managing the Unexpected (MU)** blends academic research, practical insights and improvisation techniques to give you the tools to react and adapt IN THE MOMENT. Contrary to what you might be thinking, this isn’t a class for comedians— it’s for managers who want to set aside their inhibitions and learn ways to promote better communication, problem solving, and decision making in their organizations.

Taught by Duke’s highly-regarded business faculty and top improvisation professionals, you will learn to refine your responses to unanticipated challenges while building trust and teamwork. To succeed in today’s dynamic business environment you need the tools to embrace each challenge as an opportunity for positive change. **Managing the Unexpected** teaches people at all levels of management to:

* Promote creativity and innovation in your organization
* Improve group dynamics, communication and presentation skills
* Manage crisis and conflict more effectively
* Make faster decisions, and better group decisions
* Promote organizational learning
* Embrace change and learn to take risks

*Program Dates:* May 12-15, 2013 and October 20-23, 2013

*Program Length:* 3 days

*Location:* Duke University, Durham, NC

*Cost:* $4,800 (Includes tuition, instructional materials, accommodations, all meals and supplemental activities. Airfare and transportation to and from the airport are not included)

*Contact Number*: **Duke Executive Education**

[www.ee.fuqua.duke.edu](http://www.ee.fuqua.duke.edu)

**Contact Number: 919-660-8011**

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## Emory University

### Managerial Leadership Program

<http://goizueta.emory.edu/executiveprograms/open_enrollment_programs/dates_fees.html>

Build on the success and leadership potential of your top performers with the *Managerial Leadership Program*. This program drives leader development by emphasizing key individual leader competencies for participants to expand their acumen and skill in managing themselves, their teams, and individuals.

**Program Overview:** This focused, intensive, and introspective program covers invaluable leadership topics and tools including

* Leadership Styles and Emotional Intelligence
* Leading and Building Teams
* Executive Effectiveness
* 360 Assessment and Individual Leadership Style Diagnostic Instrument
* Individual Development and Action Planning

*Dates:* July 15-19, 2013

*Fees:* $5,995

*Location: Atlanta, GA*

*Phone*: 404.727.2200  
*Website*: [www.EmoryExecEd.com](http://www.emoryexeced.com/)  
*Email*: [ExecutiveEducation@emory.edu](mailto:ExecutiveEducation@emory.edu)

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## Georgetown University

**McDonough School of Business**

Georgetown University’s McDonough School of Business aims to deliver an unforgettable professional and personal business education experience while providing a demonstrable return on investment. Designed to fit the needs and schedules of today’s busy executive, our Executive Custom programs are ambitious and inspiring. From our distinguished alumni to our global classroom approach, we offer an experience and breadth of exposure like no other. In order to bring you this transformational, career-enriching experience, we offer two acclaimed styles of non-degree programs:

* Executive Certificate Programs for individuals
* Executive Custom Programs for companies and organizations

### Executive Certificate Programs

<http://georgetownmeansbusiness.com/openenroll/>

Individual executives and managers can sharpen skills, elevate performance, and deepen leadership acumen by enrolling in our three-to-five-day Executive Certificate Programs. These intensive courses will expand your knowledge in diverse areas such as change management, finance, leadership, human resources, strategy, sales, marketing, public policy and global trends.

You will attend classroom lectures, discuss key issues, tackle case studies, and focus on practical solutions alongside other executives and managers from a spectrum of organizations – commercial, government, and nonprofit – across Washington, D.C., and around the world. Our programs are structured to coordinate with your work/life schedule, and will result in an immediate return on investment.

*Courses*:For course descriptions, click here <http://georgetownmeansbusiness.com/openenroll/>

*Dates*: For the 2013 schedule, click here<http://georgetownmeansbusiness.com/openenroll/>

*Location:* Georgetown University (Washington, DC)

*Cost:* Prices vary, see individual program page for details.

*Apply:* Visit the individual program pages for registration details.

**For more information on executive certificate programs, please contact: 202-687-4065**

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### Executive Education Custom Programs

<http://msb.georgetown.edu/custom/>

Our Custom Programs deliver tailor-made curricula for teams or executives from organizations around the world. Together with one of Georgetown’s distinguished faculty members, our director of program development will collaborate with your organization to design the perfect program – one that advances your executive education and business goals

We deliver a highly interactive learning environment, leveraging academic research with practical experiences. With options to feature a combination of classroom time and off-site field visits to relevant businesses and organizations, we give you the freedom to create a curriculum that works for your team on every level.

**For more information on these programs, please contact: 202-569-3137**

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### Georgetown Executive Master’s in Leadership Program

<http://msb.georgetown.edu/executivedegree/eml/>

Georgetown University’s McDonough School of Business offers a distinctive Executive Master’s in Leadership (EML) Program that is designed for executives aiming to advance their leadership skills and gain a deeper understanding of management strategy.   
  
Our EML program integrates practical management skills and advanced leadership theory throughout a full year of coursework to enable our students to effect change within their organizations. The 12-month program begins every March.  
  
With a focus on organizational leadership, the EML program analyzes the following interrelated aspects of leadership:  
  
1) Anticipating how the future is likely to unfold;  
2) Identifying your organization’s desired position in that future;  
3) Implementing steps to place your organization at the forefront; and  
4) Influencing others to join you in advancing toward successful outcomes.

*Courses*:For course descriptions: <http://msb.georgetown.edu/executivedegree/eml/academics/courses/>

*Dates*: March 2013 (one start date each year)

*Location:* Georgetown University’s McDonough School of Business (Washington, DC)

*Cost:* $63,360 for entire 12 month program

*Apply:* To apply online: <https://app.applyyourself.com/AYApplicantLogin/ApplicantConnectLogin.asp?id=gtu-mba>

For more information on this program, please contact: 202-687-2704

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### Georgetown Executive MBA Program

<http://msb.georgetown.edu/executivedegree/emba/>

Georgetown University’s McDonough School of Business offers a world-class Executive MBA (EMBA) characterized by two international and two domestic residencies, classes taught in cohorts designed to strengthen interpersonal relationships and sharpen business acumen, and a format that accommodates the busy schedule of today’s fast-paced executive. The program begins in August and spans 20 months, culminating with the Global Capstone Residency, during which teams of students travel the world to study the impact of globalization at the country, industry, and firm levels. Afterward, the teams present their findings during a Capstone Weekend that highlights the school’s themes of globalization, collaboration, and integration of knowledge.

Our classes are led by experienced faculty who offer practical and applicable knowledge and are equally committed to our students as mentors beyond the classroom. Our students span a wide range of industries and functional areas. Global in nature, our curriculum integrates all functional business areas, and incorporates two international consulting projects. It also capitalizes on our location by providing a world view that can only be derived from Georgetown’s access to the key institutions and leaders in Washington, D.C.- the epicenter of global business and policy.

*Courses:* For course descriptions: <http://msb.georgetown.edu/executivedegree/emba/academics/courses/>

*Dates:* August 2013 (one start date each year)

*Location*: Georgetown University’s McDonough School of Business (Washington, DC)

*Cost:* $120,000 for entire 20 month program

*Apply*: To apply online: <https://app.applyyourself.com/AYApplicantLogin/ApplicantConnectLogin.asp?id=gtu-mba>

For more information on this program, please contact: 202-687-2704

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### Leading Change in Government

<http://georgetownmeansbusiness.com/openenroll/program/leading-change-government>

As a government executive, you are charged with leading change and achieving increased efficiency in your organization. This program will arm participants with the specific skills needed to develop a comprehensive change strategy and the confidence to apply it in complex organizations. You will gain a theoretical perspective and pragmatic implementation techniques, as well as learn from executives who apply these methods daily.

The program is designed specifically for government executives (approximately grade GS-14 or equivalent) who are leading organizational change initiatives. Participants will be introduced to the latest research, theories, and frameworks, with a focus on practical application. The curriculum is delivered over a three-day period and ensures that participants are out of the office for a concentrated period and return with new knowledge and skills to apply immediately.

The next on-campus edition of Leading Change in Government will be offered in October 2013. Customized LCG courses are also available to companies and organizations on-site. Interested agencies and departments can contact the office of executive education to learn more and discuss possibilities.

*Program Dates: October 15-17, 2013  
Location: Georgetown University campus, Washington, DC   
Program Tuition: $3,825 USD*

*Contact Number: 202.687.4065*

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### Embracing Change – Leading Organizations in Turbulent Times

<http://georgetownmeansbusiness.com/openenroll/program/embracing-change>

Rapid change, turbulence, and uncertainty are constants for most organizations today, whether driven by global trends, market forces, political dynamics, or business cycles. Upheavals often require strategic redirection, restructuring, budget cutbacks, and human resource decisions- which can disrupt and distract an organization’s workforce.

Managers must constantly anticipate and adapt to a highly dynamic environment and keep employees focused, engaged, productive, motivated, and energized amid chaos. This course will equip managers to help their organizations accept change and uncertainty as a given, stay on course, and keep focused on their mission.

The curriculum highlights practical strategies to help managers and executives keep workforces and their organizations focused on their goals. We encourage – and appreciate – real world examples of challenges faced by participants and incorporate the examples in program learning.

*Program Dates: TBD  
Location: Georgetown University campus, Washington, DC  
Program Tuition: $4,250 USD*

*Contact Number: 202.687.4065*

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## 

## George Washington University

### Trachtenberg School of Public Policy and Administration

The Trachtenberg School is a focal point for public affairs education, research, and public service at [The George Washington University](http://www.gwu.edu).

Building on a rich tradition of education for public service and on its location in the nation's capital, just a few blocks west of the White House, The George Washington University offers a superior education for students wishing to pursue public affairs oriented academic programs.

The Trachtenberg School degree programs include:

* The [Master of Public Administration (MPA)](http://www.tspppa.gwu.edu/academics/MPA/index.cfm), including a [JD/MPA joint degree program](http://www.tspppa.gwu.edu/academics/Dual/masters_JD.cfm).
* [The Master of Public Policy (MPP)](http://www.tspppa.gwu.edu/academics/MPP/index.cfm), including a [JD/MPP joint degree program](http://www.tspppa.gwu.edu/academics/Dual/masters_JD.cfm) and a [MPP/PhD in Political Science](http://www.tspppa.gwu.edu/academics/Dual/MPP-PhD.cfm) dual degree program.
* The [PhD in Public Policy and Administration](http://www.tspppa.gwu.edu/academics/PhD/index.cfm)
* The [Certificate in Nonprofit Management](http://www.tspppa.gwu.edu/academics/nonprofit_management.cfm)

*Courses:* Course descriptions can be found here: <http://www.gwu.edu/~bulletin/grad/pppa.html>

*Dates:* Students can begin in the Fall semester only for all programs.

*Location:* The George Washington University (Washington, DC)

*Cost:* $1,340 per credit

*Apply:* Applications are due January 5th, 2013. To apply online for the Fall cohort: <https://app.applyyourself.com/AYApplicantLogin/ApplicantConnectLogin.asp?id=GWUGRAD>

**For more information, please contact** [tspppa@gwu.edu](mailto:tspppa@gwu.edu) or 202-994-6295.

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### George Washington University Center for Excellence in Public Leadership

The Center for Excellence in Public Leadership develops public leaders who make a positive difference in their organizations and for the people they serve.

The Center provides leadership and management training grounded in research and practical knowledge, creates collaborative networks among public leaders, and delivers expert management advice based on state-of-the-art public management policies and practices.

We recognize that as an adult learner serving in a public leadership role, you demand an educational experience that is practical, intellectually challenging, and directly applicable to your job.

Our training sessions and workshops utilize an array of innovative teaching methods, bring together expert practitioners and university faculty, and provide development experiences built around the practical leadership challenges of modern government.

Our offerings include: open-enrollment courses in leadership and management; customized leadership development and Certified Public Manager programs; certification programs and a Master’s Degree in Public Leadership with a Specialization in Multi-Sector Management.

### Senior Leader Program

<http://cepl.cps.gwu.edu/senior-leader-program>

If you are a senior manager in the federal government or a comparable level military, state and local official who wishes to enhance your leadership potential or prepare for the Senior Executive Service, the Senior Leader Program will enable you to systemically develop the personal qualities that are vital to leadership success.

The program meets the Office of Personnel Management's (OPM) 80-hour, interagency training requirement in the Executive Core Qualifications, focusing specifically on higher-level competencies such as external awareness, strategic thinking, political savvy and accountability. Since its inception in 1982, thousands of managers and executives from more than 80 government agencies and departments have attended the SLP.

**Program Dates: Spring 2013**  
Feb. 21-March 22, 2013  
5 weeks (Thursdays and Fridays, 8:30am-5:00pm)

Location: George Washington University Alexandria Graduate Education Center, Alexandria, VA

Program Tuition: $6750 USD

**Summer 2013**  
June 3-14, 2013  
2 weeks (Residential)

Location: Airlie Conference Center, Warrenton, VA

Program Tuition (including lodging and all meals): $8600

Contact Number: 202-994-5390

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### **Emerging Leaders Workshop**

<http://cepl.cps.gwu.edu/emerging-leaders-workshop>

Being promoted to a higher level of responsibility, means you must move beyond technical expertise and rely on and utilize management and leadership skills. This course allows you to assess your own leadership potential, map a career management path and identify developmental opportunities to enhance your leadership competencies and potential. You will identify where you fit on the leadership spectrum and develop practical strategies to improve your leadership skills.

This course is best suited for you if you are a new manager or plan to move into management within the next year.

**Spring 2013**  
April 17–18, 2013  
Location: George Washington University Alexandria Graduate Education Center, Alexandria VA

Program Tuition: $1850

Contact Number: 202-994-5390

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## Georgia State University

### Certificate Program in Project Management

<http://execed.robinson.gsu.edu/Pages/certificate_programs/management_lean_six_sigma/project_management.aspx>

Certified project managers are in high demand across many endeavors and disciplines including health care, information technology, manufacturing, and the professional services sector. Organizations value effective project managers for their ability to integrate the best practices of project management with enterprise-wide initiatives in areas such as innovation, continuous improvement, new product introduction, and transformational change.

**Program Participants - Who Should Attend**

* Individuals interested in developing a better understanding of how project management methodologies can improve project success—whether the projects are large or small
* Managers of project managers who have general responsibility for a wide range of projects and programs
* Individuals who are responsible for managing multiple small projects that are undertaken simultaneously and changing on a regular basis
* Project managers who want to become leaders of enterprise-wide transformational projects
* Individuals seeking the knowledge needed to become a Project Management Professional (PMP)
* Managers and directors who want to effectively implement innovation initiatives

**Program Benefits**

Program participants will return to their organizations with the knowledge and skills to:

* Effectively define project requirements and write a project charter
* Employ a structured process for identifying and managing project stakeholders
* Organize the project via a project work breakdown structure and network diagram
* Estimate activity durations and generate a project schedule including the critical path
* Strategically balance project duration, cost, and scope objectives
* Apply project management software as an important tool in project planning
* Master the unique skills required to identify and rescue a runaway project

*Dates:* February 26-March 1, 2013; May 14-17, 2013; September 17-20, 2013; December 3-6, 2013

*Location:* Atlanta, Georgia

*Program Tuition:* $2,950 per person for non-profits

*Contact Information:* 404.413.4707 or [dstotz@gsu.edu](mailto:dstotz@gsu.edu)

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### Certified Professional Innovator (CPI) Program

<http://execed.robinson.gsu.edu/Pages/certificate_programs/leadership_innovation/certified_professional_innovator.aspx>

The Certified Professional Innovator (CPI) Program is designed for individuals who want to master the knowledge, skills, and courage to lead innovation-focused strategies, projects, and people. Upon program completion, you will be able to play a key role in helping your organization build its internal capacity for generating new ideas, advancing collaboration on mission-critical projects, and accelerating profitable growth. The first step in the CPI process is to register for the Strategic Innovation Program.

**Program Participants - Who Should Attend**

* Individuals interested in developing a deep understanding of creativity and business innovation
* Individuals who have been identified as high-potential leaders or part of the company’s succession plan
* Individuals who are responsible for leading enterprise-wide innovation and growth
* Individuals interested in earning the Certified Professional Innovator (CPI) designation
* Individuals who want to advance their careers by becoming a CPI who can lead innovation-focused strategies, projects, and people

**Program Benefits**

Program participants will return to their organizations with the knowledge and skills to:

* Explain, administer, and interpret the Competing Values Framework (CVF)
* Utilize the CVF assessment results to identify the types of innovation which will create growth
* Articulate and implement best practices for leading innovation and growth
* Harness the social systems needed to develop an innovation culture
* Exhibit the expertise to make innovation happen across organizational boundaries
* Identify, recruit, and lead the “right” people and practices necessary to capture the value of innovation
* Develop and continuously improve innovation practices support the company’s growth strategy
* Articulate the economic, technological, and strategic aspects of innovation

*Dates:* **Session One: Understanding Innovation**

March 19-21, 2013

**Session Two: Accelerating Innovation**

May 7-9, 2013

**Session Three: Commercializing Innovation**

June 25-27, 2013

*Location:* Atlanta, Georgia

*Program Tuition:* $6,500 per person for non-profits

*Contact Information:* 404.413.4707 or [dstotz@gsu.edu](mailto:dstotz@gsu.edu)

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### Leadership Development Program

<http://execed.robinson.gsu.edu/Pages/certificate_programs/leadership_innovation/leadership_development.aspx>

The best way to accelerate your career is to accelerate your development as a leader. This four-day certificate program is taught by world-class professors and world-tested executives who are experts in adaptive leadership, change management, leadership communications, and business strategy.

**Program Participants - Who Should Attend**

* Individuals interested in developing a deep understanding of leadership and how leadership skills can be used to accelerate their career
* Individuals who have been identified as high-potential leaders or part of the company’s succession plan
* Individuals who are responsible for planning and leading major change initiatives
* Individuals interested in developing their strategic thinking skills
* Individuals who want to advance their careers by improving their communication skills and leadership presence
* Teams who want to gain new knowledge, skills, and tools to accelerate team success

**Program Benefits**

Program participants will return to their organizations with the knowledge and skills to:

* Effectively implement the key principles of adaptive leadership
* Utilize the peer consultation technique to better diagnose a leadership dilemma
* Apply change leadership best practices including identifying the forces for and against change
* Meet the challenges of leadership in a complex and rapidly changing world
* Write and deliver messages to motivate change and lead others into the future
* Utilize the four key elements of storytelling performance
* Build integrated strategic competencies across the organization that creates new and sustained value

*Dates:* March 5-8, 2013; June 11-14, 2013; October 8-11, 2013

*Location:* Atlanta, Georgia

*Costs:* $3,450 per person for non-profits

*Contact Information:* 404.413.4707 or [dstotz@gsu.edu](mailto:dstotz@gsu.edu)

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### Values-Based Leadership Program

<http://execed.robinson.gsu.edu/Pages/certificate_programs/leadership_innovation/value_based_leadership.aspx>

The United States Marine Corps outperforms every fighting force in the world. How do they do it? By training legions of Values-Based, Transformational leaders. Famously described as “the MBA of Leadership,” the Marine Corps Officers leadership and ethics academy, The Basic School, teaches timeless principles of transformational leadership with astonishing rigor through unforgettable, life-altering experiences. The leadership lessons for business leaders are clear—if you want to lead others and your company to be the best, then follow the Marine Corps principles for building trust, pride, and esprit-de-corps.

Offered through a unique partnership between The Basic School and Georgia State University’s Robinson College of Business, this one-of-a-kind leadership development program is your opportunity to learn the time-tested principles of Marine Corps leadership and how they apply to business. Conducted on-site in Quantico, Virginia and led by Marine Corps Officers and Robinson faculty, Values-Based Leadership will challenge, educate and inspire you, changing forever the way you lead others. Program overview:

* A three-day program held at the U.S. Marine Corps Base Quantico that includes simulated combat full of “safe but real” experiences that grow your leadership abilities and values-based decision-making.
* The program is offered four different times a year.
* Program seating is limited to only 12 people so we recommend that you register early.

*Dates:* January 20-22, 2013, three more dates in 2013 – TBD

*Location:* Quantico, Virginia, U.S. Marine Corps Base, The Basic School

*Costs:* $1,950 per person for non-profits

*Contact Information:* 404.413.4707 or [dstotz@gsu.edu](mailto:dstotz@gsu.edu)

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## Harvard University

Executive Education at Harvard Kennedy School (HKS) offers programs for leaders from around the world. We bring together experienced professionals, a world-class faculty, and a dynamic curriculum in a setting where the common denominator is a shared commitment to public value. The result is a lasting transformational leadership experience. We have developed the most comprehensive range of executive education programs in public leadership available anywhere in the world.

This catalog identifies specific courses offered at the Harvard Kennedy School Institution that will help federal managers and leaders meet their developmental needs in the ECQs. However, HKS offers several other leadership courses, which are not included in this catalog that managers and leaders may find beneficial and rewarding. Following is a link to its website that provides an alphabetical listing of course offerings: <http://ksgexecprogram.harvard.edu/Programs/By_Name.aspx>

Leaders in Development: Managing Change in a Dynamic World [http://ksgexecprogram.harvard.edu/Programs/lid/overview.aspx](http://ksgexecprogram.harvard.edu/Programs/lid/overview.aspx%20%20%20)

During times of great change, leadership is critically important. This is particularly true today in developing and newly industrialized countries where the pace of political and economic change is accelerating rapidly. Today's leaders face an increasingly complex tapestry of economic, political, and social challenges.

Increasingly, leaders encounter arenas in which authority to respond to problems is more diffuse, the issues they are called upon to deal with are more complex, and the imperative to incorporate knowledge and participation is greater.

*Leaders in Development* is designed for leaders in public affairs whose responsibilities place them at the center of these issues. During the program, participants will:

* Sharpen problem solving, analytic, and strategic action skills to help them plan, introduce, and sustain major policy and institutional reform.
* Consider new ways to strengthen representative politics and open markets, and manage the challenges of globalization.
* Share experiences with their counterparts in other countries in a collective search for effective responses to change.

Participants return to their countries with enhanced understanding of the tasks of leadership in promoting reform, greater knowledge of changes taking place internationally, and a renewed commitment to working with others to develop their societies.

*Date:* June 3-14, 2013

*Location:* Harvard Kennedy School-Executive Program (Cambridge, MA)

*Cost:* $9,950 (includes tuition, housing, curricular materials, and most meals.)

*Application Deadline:* March 8, 2013

**For more information on these programs please contact: 617-496-0484**

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### Women and Power: Leadership in a New World

<http://ksgexecprogram.harvard.edu/Programs/wp/overview.aspx>

Women and Power focuses on helping women in senior positions develop effective leadership strategies, with an emphasis on creating successful alliances and enduring partnerships. At its core, the program is an intense, interactive experience designed to help women advance to positions of influence and use them well.

Program participants will engage with Harvard faculty and other dynamic women leaders in the program to explore strategies for enhancing influence and authority in organizational and political contexts. The course uses the Harvard case study method to examine leadership challenges faced by individuals and organizations, and to consider how to apply lessons to present-day professional situations. The course also facilitates sharing lessons from personal experiences to address common challenges.

*Date*: May 5, 2012 - May 10, 2013

*Location*: Harvard Kennedy School-Executive Program (Cambridge, MA)

*Cost*: $6,700 (includes tuition, housing, curricular materials, and most meals)

*Application deadline*: March 8, 2013

**For more information on these programs please contact: 617-496-0484**

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### Strategic Management of Regulatory and Enforcement Agencies

<http://ksgexecprogram.harvard.edu/Programs/smre/overview.aspx>

Strategic Management of Regulatory and Enforcement Agencies (SMREA) examines the distinctive strategic and managerial challenges that surround government agencies’ regulatory and enforcement functions, focusing on issues of social regulation (the control of risks to society) rather than economic regulation (the control of markets). This course explores the operations and management of regulatory and enforcement agencies rather than the reform of law.

* What does it mean to adopt a risk-based approach to regulatory policy?
* What is the full range of tools available to regulatory policymakers to identify and control risks?
* What are the difficulties of performance measurement in the regulatory domain?
* How can policymakers develop effective collaborative partnerships with diverse stakeholder groups?

The course will examine some of the current prescriptions for reform (such as customer service orientation and process improvement) in light of the unique task that regulatory agencies face.  We will also focus on the distinctive character of the risk-control task, and pressures for regulators to prove their worth and effectiveness.

*Dates*: April 7-12, 2013

*Location*: Harvard Kennedy School-Executive Program (Cambridge, MA)

*Cost***:** $6,700 (includes tuition, housing, curricular materials, and most meals)

*Application deadline*: January 18, 2013

**For more information on these programs please contact: 617-496-0484**

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## Illinois Institute of Technology

### **[Business Innovation](http://www.gsb.stanford.edu/exed/eld/)**

<http://www.iit.edu/cpd/professional_learning/information_technology_cert/IT-M582.shtml>

This course is designed to teach innovative thinking through theory, methods, and practice of innovation. The course incorporates Einstein's thinking, and Edison's method to establish the innovation process that can be applied in current business environment. Current economic conditions and global sourcing requires that innovation becomes a leading tool for developing a competitive edge. Innovation has been considered a competency of educated, design engineering, and a selected few employees that has become insufficient today. Corporations and organizations need innovation to develop customer-specific solutions in almost real time.

Any manager who wants to be able to evaluate the business model of his or her enterprise division, or expert who wants to use the technical knowledge he or she has developed in years of study and business practice should attend. The course is designed to help the business manager stop working for other people and start declaring economic independence.

EXPERIENCE the innovations process; LEARN methodologies for increasing the speed of innovation; ACQUIRE skills to apply the innovation process in your company; PRACTICE innovation to real world situations.

*Dates:* January 14 – May 4, 2013

*Application Deadline:* January 10, 2013

*Location:* IIT Main Campus, Chicago and ONLINE

*Course Tuition: $2,450*

Contact Number: *312.567.5280*

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## Immaculata University

### Certificate in Organizational & Leadership Coaching

This certificate’s focus is on an organization’s most powerful human intervention strategy for change. Concentrating on International Coaching Federation’s professional standards of the coaching field, students coach their clients using a transformative process. The program attracts people in the fields of HR, Performance Management, and Coaching; leaders seeking career transition; and ICF certified coaches who wish to work with leaders in organizations.

The program is delivered in a cohort style over seven months, one week-end per month, including Fridays, Saturdays and Sundays with 5 credits earned each semester, Spring /Summer or Fall/Spring.

For more about the Organizational & Leadership Coaching certificate: [www.immaculata.edu/orgleadership](http://www.immaculata.edu/orgleadership) or email [stalucci@mail.immaculata.edu](mailto:stalucci@mail.immaculata.edu).

Applications accepted for fall, spring & summer terms. To apply: [**www.immaculata.edu/gradapply**](http://www.immaculata.edu/gradapply)

*Location:* Immaculata University in Malvern, PA (20 miles west of Philadelphia, PA)

*Cost:* $790 per credit for Certificate in Organizational & Leadership Coaching

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### MA and certificate programs in Organizational Effectiveness

[www.immaculata.edu/orgleadership](http://www.immaculata.edu/orgleadership)

This program is built for current leaders, for those aspiring to leadership roles and/or for those who wish to grow personally. Ideal candidates have a minimum of two to three years full-time work experience and are committed to providing value to their organization by enhancing personal effectiveness and creating positive change. The program focuses on key leadership and business skills that are relevant in motivating oneself and inspiring others to higher levels of performance in diverse work settings. This program differs from the traditional MBA program with its focus on the core competencies of leadership.  These include: 1) social and emotional intelligence, 2) use of influence and power, and 3) the role of ethics and values.  This program strives to build leaders who are effective, influential and responsible.

Program highlights include real world application where what is learned can be immediately applied. Supervised fieldwork focused on practical change projects that deliver business results is required. Being a holistic program, both personal and professional development is addressed. The program operates in a cohesive and supportive community. A final project provides evidence of the integration of current standards of effective leadership knowledge and skills.

The MA can be completed in approximately two years. Most courses are delivered one evening per week, 6-10 PM, sequentially, over seven to eight weeks including one Saturday within that time frame.

**For more about the MA & Organizational Certificate programs**: [www.immaculata.edu/orgleadership](http://www.immaculata.edu/orgleadership) **or email** jjacobs@ **Applications accepted for fall, spring & summer terms. To apply:** [www.immaculata.edu/gradapply](http://www.immaculata.edu/gradapply)

*Location:* Immaculata University in Malvern, PA (20 miles west of Philadelphia, PA)

*Cost:*$620 per credit for MA & Certificate Organizational Effectiveness

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## Louisiana State University

**Who We Are**

Through collaboration between the university and the business community, LSU Executive Education offers creative learning experiences that are focused on the most pressing needs of the business community and its most important resource—people. Key topics include business acumen, leadership, self-development, teamwork, strategic planning, innovation, problem solving, conflict management, and communication.

**What We Offer**

* *Professional Leadership Development Programs:*

Developing strong leaders is one of the most important investments an organization can make to ensure future growth and sustainability.

Our [Executive Development Program](http://business.lsu.edu/executive-education/Pages/EDP2012.aspx) is designed for senior-level professionals who typically have five or more years of work experience and who lead one or more functional areas within the organization. This 10-day program infuses cutting-edge learning techniques and business topics to prepare professionals for the top levels of leadership within their companies.

The [Rising Stars Program](http://business.lsu.edu/executive-education/Pages/Rising-Stars.aspx) is designed to groom emerging leaders who typically have at least one to five years of work experience or who are heads of business projects. The program focuses on leadership growth, advancement, and success. This three-day program can serve as a stepping stone to the LSU Executive Development Program.

* *Open Enrollment Courses & Certificate Programs:*

Throughout the year, we offer programs and courses that are open to all professionals wishing to develop their skills in business, strategy, and leadership.

Courses topics may include Navigating Office Politics, The Art of Effective Feedback and Communication in Organizations, Dealing with Difficult People, Performance Management and Improvement, Building and Leading Effective Teams, Negotiations and Conflict Management.

We also offer the open enrollment [Louisiana Economic Development Certification Program](http://business.lsu.edu/executive-education/Pages/EDCP.aspx) designed for those who wish to understand, support, and lead economic development in communities.

* *Custom Courses, Consulting & Retreats:*

We custom design courses to address specific needs of a company by linking learning goals with business strategy. The need can be general, such as building leadership skills or advancing strategic thinking. Or it may be more specific, such as organizational interventions to address issues specific to your department, location, or entire organization.

**For more information on any program, please call 225-578-5516 or   
visit us online at** [executive.lsu.edu](http://business.lsu.edu/executive-education/Pages/ExecEd.aspx)**.**

### Executive Development Program

<http://business.lsu.edu/executive-education/Pages/EDP2012.aspx>

Developing a pipe line of leaders is one of the most important investments an organization can make to ensure future growth and sustainability. In fact, the ever present existence of change and the transformation of today’s workforce demographics demand that an organization purposefully manage their human capital in ways that have never been done before. Those organizations that fail to develop individuals so they can assume increasing management responsibilities will fall behind their competitors.

LSU Executive Education’s **Executive Development Program** serves as a resource and partner to all organization searching for a way to transform their managers into strong and effective leaders--the kind that can ensure growth and the future of a company.

*Dates:*

Spring 2013 Program: January 28-30, February 6-8, and March 11-14

Fall 2013 Program: September 9-11, September 18-20, and October 21-24

*Location:* Louisiana State University, Baton Rouge, LA

*Costs*: $7,595 USD Standard Rate

$6,895 USD Non-profit Rate

*Contact Number:* 225.578.913

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### [**Rising**](http://www.gsb.stanford.edu/exed/eld/) **Stars Program**

<http://business.lsu.edu/executive-education/Pages/Rising-Stars.aspx>

This three-day highly interactive program is designed to groom high potential employees for professional growth.

* Foster leadership succession plans
* Inspire employees
* Educate individuals on how to be a leader in situations where they may lack formal authority or title
* Provide educational and development opportunities that could lower employee attrition or turnover
* Groom high performing individuals for growth and advancement by offering participants unique learning opportunities and experiences in the areas of:

o Leadership vs. Management

o Defining a Personal Leadership Framework

o Leading Projects and People

o Problem Solving and Critical Thinking

o Personal Branding in Leadership

o Positioning Oneself for Growth

*Dates:* March 19 – 21, 2013

June 25 – 27, 2013

October 8 – 10, 2013

*Location:* Louisiana State University, Baton Rouge, LA

*Cost:* $1,645 Standard Fee, $1,595 Non-profit Fee

*Contact Number:* 225.578.9132

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## Loyola University Chicago

### High-Impact Leadership: Maximizing your leadership potential

<http://www.luc.edu/quinlan/executive-education/executive-leadership-training/index.shtml>

Take your leadership potential to the next level. Great leaders are not born – they are made. But how? We believe that highly effective leadership skills are learned through a process of self-reflection, training, experience, and a willingness to challenge oneself and challenge conventional ways of problem solving.

High-Impact Leadership: Maximizing Your Leadership Potential combines the best practices and latest research into the art and science of leadership, decision-making, problem solving and organizational effectiveness.

The program focuses on three key areas:

Understanding oneself: Through a rigorous 360-degree evaluation process you will gain a full understanding of your strengths, weaknesses and potential career "derailers." An additional suite of leadership and conflict-management style assessments will provide further insight into the role these styles play in leadership effectiveness. After the program you will receive a one-on-one coaching session with a skilled executive coach who will help you make use of the rich data provided in the assessment process.

The Psychology of Leadership: Through stimulating exercises and engaging discussions that explore the latest research in managerial psychology, you will learn the best practices for improving individual and organizational decision making, how influence and power is leveraged in organizations, and powerful tools for removing obstacles for employee productivity.

Leading Others: Building upon the perspectives gained earlier in the program, we take a deep dive into a number of diverse leadership models. By understanding these different models, you will walk away with a tool-kit of approaches for managing others using the model best suited for each situation. Through exercises and discussion you will also gain the tools to build successful teams, manage conflict more effectively and link individual performance to organizational strategy.

*Courses*:For course descriptions, [click here](http://www.luc.edu/quinlan/executive-education/executive-leadership-training/index.shtml)*.*

*Dates*: 2013 schedule, [click here](http://www.luc.edu/quinlan/executive-education/management-development-program/class_schedule.shtml)*.*

*Location:* Loyola University Chicago, Water Tower Campus (Chicago, IL)

*Cost:* $3,350

*Apply:* To apply online, [click here](http://www.luc.edu/quinlan/executive-education/executive-leadership-training/index.shtml).

**For more information on this program, please contact: 312-915-6761 or visit** <http://www.luc.edu/quinlan/executive-education/executive-leadership-training/index.shtml>**.**

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### Mini-MBA Certificate Program

<http://www.luc.edu/quinlan/executive-education/mini-mba-programs/index.shtml>

The Loyola mini-MBA**sm** is a comprehensive management development program that provides cutting-edge business skills, coaching and leadership training to help propel your organization and your career forward.

To succeed in business, individuals must be able to see beyond their own functional area and understand how the organization operates as a whole. During this 10-week program, expert faculty exposes participants to the key management levers that drive organizational success. The program begins by exploring how organizations develop and implement strategy. Then, core functional areas of business are explored – from marketing to finance to accounting – to provide participants with a solid understanding of each function and how it contributes to organizational success.

We also recognize that in order to succeed, individuals must understand how their own individual leadership and management styles impact their performance. This program includes a series of assessment tools designed to evaluate participants’ unique motivations, work styles, and conflict-management approaches. Each participant will have the opportunity to review their results in a one-on-one coaching session with a leadership development expert. The program concludes with a leadership simulation exercise and an interactive session on the balanced scorecard approach to management, in which participants develop a strategy map for an organization in order to integrate the key take-aways from throughout the program.

*Courses*:For course descriptions, [click here](http://www.luc.edu/quinlan/executive-education/mini-mba-programs/index.shtml)*.*

*Dates*: 2013 schedule, [click here](http://www.luc.edu/quinlan/executive-education/management-development-program/class_schedule.shtml)*.*

*Location:* Loyola University Chicago, Water Tower Campus (Chicago, IL)

*Cost:* $3,350

*Apply:* To apply online, [click here](http://www.luc.edu/quinlan/executive-education/mini-mba-programs/index.shtml).

**For more information on this program, please contact: 312-915-6761 or visit**

<http://www.luc.edu/quinlan/executive-education/mini-mba-programs/index.shtml>

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## Marquette University

### Graduate Certificate in Leadership Studies (online)

<http://www.marquette.edu/cps/graduate_certificates_leadership_studies_online.shtml>

The certificate is designed for working professionals who are preparing themselves for leadership positions in government, corporations or not-for-profit organizations. It balances practical skills with a values-based foundation, making you a better leader wherever you choose to go!

**Program Outcomes**

* Apply leadership principles and theory, cognitive theory, and critical thinking skills in order to creatively solve leadership challenges.
* Identify an ethical issue and apply ethical principles, values, theories or frameworks to leadership practice.
* Possess the cultural and communication skills necessary to interact in a reciprocal exchange that honors the human dignity of all persons.
* Apply theory and principles of group dynamics in assuming multiple group roles and responsibilities.
* Apply quantitative and qualitative research methods relating to leadership practice and the selected specialization, if applicable.

**Curriculum**

* To earn the certificate students will complete the five required courses noted below and earn 15 graduate credits.
* Students spend an average of 12-14 hours a week on course work for every three-credit course.
* On average, students complete the program in one to two years. The certificate must be completed within three years.
* After completing the graduate certificate program, you may choose to apply all 15 credits earned to Marquette's [master of arts in public service](http://www.marquette.edu/cps/graduate_programs_public_service_index.shtml) or [master in leadership studies](http://www.marquette.edu/cps/graduate_programs_leadership_studies_index.shtml) degree.

|  |  |  |
| --- | --- | --- |
| **Class No.** | **Class Title** | **Credit Hours** |
| [LEDR 6000](http://www.marquette.edu/cps/graduate_certificates_leadership_studies_online.shtml#History) | History and Theory of Leadership and Ethics\* | 3 credit hours |
| [LEDR 6005](http://www.marquette.edu/cps/graduate_certificates_leadership_studies_online.shtml#Self) | Self-Leadership | 3 credit hours |
| [LEDR 6010](http://www.marquette.edu/cps/graduate_certificates_leadership_studies_online.shtml#Conflict) | Conflict Resolution, Negotiation and Team Leadership | 3 credit hours |
| [LEDR 6015](http://www.marquette.edu/cps/graduate_certificates_leadership_studies_online.shtml#Influence) | Influence of Leadership on Behavior in Organizations | 3 credit hours |
| [LEDR 6020](http://www.marquette.edu/cps/graduate_certificates_leadership_studies_online.shtml#World) | Leaders as Worldly Citizens | 3 credit hours |
|  | \* Prereq for all LEDR courses |  |

*Fees: $985 per credit hour*

*Location: Online*

**For more information on this program please contact: (414) 288-3153** **or (800) 793-6450, extension 2**

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## Michigan State University

Michigan State University Spartans work to advance the common good in uncommon ways. The nation’s pioneer land-grant university, MSU began as a bold experiment that democratized higher education and helped bring science and innovation into everyday life. Today, MSU is one of the top research universities in the world—on one of the biggest, greenest campuses in the nation—and is home to a diverse community of dedicated students and scholars, athletes and artists, scientists and leaders.

**Professional Masters Programs**

The Eli Broad College of Business at Michigan State University offers a number of masters degree programs designed for working professionals.

* Weekend MBA Program
* Master of Science in Business Analytics

**Executive Development Programs**

The Eli Broad College of Business at Michigan State University is also a global leader in executive education and professional development programs. Our first-rate faculty specializes in delivering powerful executive education and corporate learning solutions. Our incomparable faculty members and accomplished speakers are recognized as leaders in their fields. Each of these exceptional experts brings significant breadth and depth of experience to our open-enrollment programs.

We specialize in the following critical business areas and subject matters.

* Finance & Accounting
* Leadership & Strategy
* Marketing & Sales
* Supply Chain Management

### Executive-style Weekend MBA

<http://weekendmba.broad.msu.edu/>

MSU leads the way with executive-style MBA education. Since 1964, we’ve helped professionals sharpen their business skills and advance their careers without giving up their day job. The program provides business leaders with the core competencies they need to be effective in an ever-changing, global world. Currently ranked 35th in the world by BusinessWeek, we pride ourselves on providing a strong return on investment for our students and the organizations that support them.

The Weekend MBA is a cohort-based integrative management degree that focuses on key business issues and provides hands-on, collaborative learning that can be applied immediately in the workplace. We use a team-approach that maximizes the experiences of the high-caliber professionals in the program. This is consistently cited as a tremendous benefit by both our students and alumni. The program also incorporates a strong international perspective, including an option for students to participate in our weeklong international residency.

Current and aspiring leaders benefit from the conveniences of an Executive MBA, allowing them to maintain their demanding careers while they expand their professional network and gain the knowledge and skills of a top MBA. Our staff manages the administrative details including registration, securing course materials and coordinating meals on class days.

Students begin in late summer each year, and work through a planned curriculum, attending classes one Friday evening and every other Saturday for 19 months. Applications can be submitted (online) each year until April, and we admit highly qualified candidates on a rolling admission basis. Details and upcoming events are available at <http://www.weekendmba.broad.msu.edu>.

*Courses*:For course descriptions, [click here.](http://weekendmba.broad.msu.edu/academics/curriculum/)

*Schedule:* For the academic calendar, [click here.](http://weekendmba.broad.msu.edu/academics/schedule/) Each year the program begins with a weeklong residency in early August before beginning the regular schedule of one Friday evening + every other Saturday. Students complete the program in late April, taking classes for 19 months with extended breaks in December both years and in the summer.

*Location:* Michigan State University: East Lansing, MI or Troy, MI

*Cost:* $61,500 for out-state tuition - entire program

*Apply:* To apply online for the Fall Cohort, [click here](https://app.applyyourself.com/?id=MSU-MBA). Applications are due April 15, 2013.

**For more information on this program, please contact: 517-355-7603 or go to** [wmba@bus.msu.edu](mailto:wmba@bus.msu.edu) **or** <http://weekendmba.broad.msu.edu> **.**

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### Master of Science in Business Analytics

<http://broad.msu.edu/businessanalytics/>

In the Master of Science in Business Analytics program, you will:

* Take [classes](http://broad.msu.edu/businessanalytics/course-descriptions/) with leading Michigan State [faculty](http://broad.msu.edu/businessanalytics/faculty/) in business, computer science and mathematics from the Broad College of Business, College of Engineering and College of Natural Science
* Experience working on live data analysis projects and real-world problem solving
* Expand your business intelligence and link your expertise to a growing industry

The program is designed to be completed in one calendar year (three full-time consecutive semesters) from January to December.  Each semester, the highly experiential program offers students the opportunity to work on data sets arranged with corporate and faculty support.

The curriculum includes courses in business strategy, data mining, applied statistics, project management, marketing technologies, communications and ethics taught by leading MSU faculty.

Graduates of the MS in Business Analytics will take their knowledge of business intelligence to careers in business, non-profit, science, engineering management, healthcare, finance and government. If you would like to know more about the MS in Business Analytics, please contact us.

**Location:**

Michigan State University, East Lansing, Michigan

**Contact:**

Lucy Maillette

maillette@bus.msu.edu

517.432.7443

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### Healthcare Leadership: Business Strategy for a Changing Landscape

<https://edp.broad.msu.edu/events/9>

This program is designed for existing and emerging healthcare leaders to prepare them for advancement in their career. In the rapidly changing healthcare landscape, now is the time to learn how to seize strategic opportunities that can make a significant difference to you and your organization. MSU has created this unique learning experience by combining evidence-based practices from healthcare and business.

In this program, participants will:

* Learn a practical leadership approach
* Explore best practices for engaging teams more effectively to achieve a better organization, financial advantage and provide better patient care
* Be stretched on their strategic mindset and look for unique ways to differentiate their institutions in this changing landscape
* Explore the challenges and opportunities facing physician leaders and hospital administrators.

This program is designed for department heads and emerging leaders with responsibility for managing people, processes and systems within healthcare organizations.

**Dates:**

September 25-27, 2013 & October 29-30, 2013

**Location:**

[The James B. Henry Center for Executive Development, Lansing, Michigan](http://henrycenter.broad.msu.edu/)

**Cost:**

$3,795.00 – full tuition (includes materials, meals, assessments and graduation plaque)

$3,495.00 – early bird registration

**Contact:**

Kristin St. Marie

[stmarie@bus.msu.edu](mailto:stmarie@bus.msu.edu)

517.353.9711 x71005 or 800.356.5705

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### Thinking Strategically to Build a Sustainable Competitive Advantage

<https://edp.broad.msu.edu/events/26>

Businesses need clear strategies in order to survive and succeed. As a manager, you need to be able to think strategically and contribute to strategic decisions – whatever the size of your organization. This program is designed to improve your ability to conduct a strategic analysis of both the internal and external environment of your firm, to diagnose the strength of the competitive position of your firm. This program will provide you with tools, frameworks and ideas to help you play a more effective role in contributing to strategic thinking. You will learn about the structure of competitive environments, the blind spots that managers often miss when examining their strategic position, and the fundamental elements of an effective strategy. In this interactive program, you will undertake in-depth case analyses, participate in group exercises to gain expertise in the craft of strategy, and participate in discussion sessions following the cases and exercises to reinforce and extend your understanding of these strategic tools.

After attending this program, participants will be better equipped to:

* Assess the firm or business unit’s internal and external strategic environment
* Diagnose the organization’s strategic strengths, relative to competitors, to secure sustainable advantage
* Help identify common blind spots in the process
* Learn what fundamentals make a strategy competitively successful

This program is designed for senior managers and executives with current or future responsibility for strategy development, review and implementation; experienced executive level people who wish to take a fresh look at how strategy impacts competitive success; and middle managers identified as “high potentials” who need exposure to strategic analysis and competitive thinking.

**Dates:**

TBD

**Location:**

The James B. Henry Center for Executive Development, Lansing, Michigan

**Cost:**

$995.00 – full tuition (includes materials, meals and certificate of completion)

$875.00 – early bird registration

**Contact:**

Kristin St. Marie

[stmarie@bus.msu.edu](mailto:stmarie@bus.msu.edu)

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### Executive Leadership for Women: Strategies to Enhance Success

<https://edp.broad.msu.edu/events/10>

The most successful women have vision, fortitude, and the ability to work in competitive environments without compromising their unique traits and skill sets. Research shows that companies with a higher percentage of women in top management also experience a higher Return on Equity and Return on Sales. This program provides critical information and leadership insights designed to help high-potential women improve performance and productivity within their unique business environments. Based on both proven research and the personal experiences of senior executives, the program develops individualized action plans and engages organizational superiors to help support implementation. This program will also create a unique network of colleagues with similar experiences to help support future growth and development.

After attending this program, participants will be better equipped to:

* Apply the skills of exceptional leadership up, down, and across your organization
* Find your executive voice while gaining an understanding of real and perceived gender differences in workplace communication
* Create a personal brand and message and apply it to relationships inside and outside of your organization
* Build a personal and professional network to help ensure career success
* Effectively negotiate deals that create lasting value for yourself and your organization

This program is designed for high-potential female business professionals with generally 8-18 years’ experience.

**Dates:**

October 9-10, 2013 & November 12-13, 2013

**Location:**

The James B. Henry Center for Executive Development, Lansing, Michigan

**Cost:**

$2,995.00 – full tuition (includes materials, assessments, meals and graduation plaque)

**Contact:**

Kristin St. Marie

[stmarie@bus.msu.edu](mailto:stmarie@bus.msu.edu)

517.353.9711 x71005 or 800.356.5705

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### Process Mapping

<https://edp.broad.msu.edu/events/47>

An organization, any organization, is a collection of processes. These processes are the natural business activities you perform that produce value, serve customers and generate income. Managing these processes is the key to the success of your organization. Unfortunately, most organizations —probably yours— are not set up to manage processes. Instead they manage tasks. Think about it. Isn’t your company organized around functions (the manufacturing department, the x-ray department, the sales department, the customer service department)? As a result, people tend to focus on “local” concerns instead of the “global” needs of process customers. Sub-processes evolve within departments without consideration of other functional areas. Layers of communication and management are created to ensure desired outcomes, thereby adding to costs and lengthening cycle and customer response times. Inefficiency and waste become part of the system. They rob your organization of profits, productivity and its competitive advantage. But, there is a way out. Process mapping is a simple yet powerful method of looking beyond functional activities and rediscovering your core processes. Process maps enable you to peel away the complexity of your organizational structure (and internal politics) and focus on the processes that are truly the heart of your business. Properly used, process maps can change your entire approach to process improvement and business management. . .and greatly reduce the cost of your operations by eliminating as many as 50% of the steps in most processes as well as the root causes of systemic quality problems.

**Dates:**

TBD

**Location:**

The James B. Henry Center for Executive Development, Lansing, Michigan

**Cost:**

$995.00 – full tuition

**Contact:**

Sally Vescolani

vescolani@bus.msu.edu

517.353.9711 x71002 or 800.356.5705

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### Adaptive Leadership: Enhancing Individual and Team Performance

<https://edp.broad.msu.edu/events/17>

<https://edp.broad.msu.edu/events/45>

Research shows that there are seven critical roles that must be filled in all team contexts in order for the team to have long-term, sustained effectiveness. These roles include the:

* **Composer** (selects the team members)
* **Designer** (develops work procedures)
* **Motivator** (energizes team members)
* **Decision-Maker** (assesses the future and team’s direction)
* **Peacemaker** (manages conflict among team members)
* **Teacher** (helps the group learn from their experiences)
* **Developer** (promotes interpersonal relationships among team members)

No one leader can fulfill all these roles but it is the leader’s responsibility to recognize his or her strengths and weaknesses in performing all the roles. Moreover, if there are roles that the leader cannot fulfill, it is his or her responsibility to either (a) personally adapt and develop the ability to perform the role or (b) make sure that the role is covered by some other member of the team. The skills learned in this seminar will help the attendee expand his or her leadership style beyond his or her current niche, providing long-term career survival and advancement.

After attending this program, participants will have learned how to:

* Choose the right people
* Re-engineer team tasks
* Motivate different types of people
* Make effective group decisions
* Manage conflict
* Promote team learning
* Weather and exploit change
* Create a trusting group climate

This program is designed for mid-level to senior-level management such as a vice presidents, general managers, division or department heads, project team leaders, directors, and others in leadership positions for minimum of 3-5 years.

**Dates:**

May 1-2, 2013

**Location:**

The James B. Henry Center for Executive Development, Lansing, Michigan

**Cost:**

$1,995.00 – full tuition (includes materials, meals, assessments and certificate of completion)

$1,695.00 – early bird registration

**Contact:**

Kristin St. Marie

[stmarie@bus.msu.edu](mailto:stmarie@bus.msu.edu)

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### Financial Management for Executives: Driving Value

<https://edp.broad.msu.edu/events/44>

This two-day program is designed to provide participants a rich understanding of how corporate strategies are linked to the firm's financial value.  Through the use of lectures and case analysis, we will address issues on how to determine the key drivers of value to an enterprise.  We will also investigate the valuation implications of forecasting, risk management, financing choices and growth strategies.  Valuation and performance measurements will be extensively covered.

After attending this program, participants will have learned how to:

* Appreciate why managing for value matters
* Manage financial expectations
* Recognize how to manage value
* Understand value-based strategies
* Identify and manage key value drivers
* Make financial decisions that drive value straight to your organization's bottom line
* Determine the best capital investment opportunities for your organization
* Establish sustainable growth strategies for your organization

This program is designed for executives involved in or responsible for strategic decisions for their firm and the financial impact of those decisions.  CEOs, CFOs, COOs, division and business unit heads, and executives responsible for the areas of finance, strategy and business development are encouraged to attend.

**Dates:**

March 21-22, 2013

**Location:**

The James B. Henry Center for Executive Development, Lansing, Michigan

**Cost:**

$1,995.00 – full tuition (includes materials, meals and certificate of completion)

$1,695.00 – early bird registration

**Contact:**

Kristin St. Marie

[stmarie@bus.msu.edu](mailto:stmarie@bus.msu.edu)

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### Power, Influence and Negotiation

<https://edp.broad.msu.edu/events/19>

This highly interactive two-day program is designed to improve your understanding and ability to master the skill of negotiation and enhance the competitive position of your organization by drawing on the latest research in negotiation, influence and decision-making. You will gain expertise in diagnosing negotiation situations, knowing what strategies to apply in that given situation, maximizing power position, creating opportunities for joint gains, and developing trade-offs that lead to mutually beneficial agreements. The feedback and discussion sessions following each case will reinforce our newly acquired skills.

After attending this program, participants will be better equipped to:

* Negotiate more effectively with business partners, customers, and employees
* Build stronger relationships and ability to influence through skillful negotiation
* Make better decisions during the negotiation process that result in competitive advantage for your organization
* Achieve optimal decision-making through planning and diagnosing the negotiation strategy
* Ability to negotiate in complex or multiple party situations
* Understand common negotiation barriers and how to avert them

This program is designed to provide managers with effective negotiation strategies and influence tactics for all kinds of business situations. All functional areas within organizations and all industry sectors can benefit from this program.

**Dates:**

June 11-12, 2013

**Location:**

The James B. Henry Center for Executive Development, Lansing, Michigan

**Cost:**

$1,995.00 – full tuition (includes materials, meals, assessments and certificate of completion)

$1,695.00 – early bird registration

**Contact:**

Kristin St. Marie

[stmarie@bus.msu.edu](mailto:stmarie@bus.msu.edu)

517.353.9711 x71005 or 800.356.5705

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### Broad Executive Program: Strategies for High-Impact Leadership

<https://edp.broad.msu.edu/events/55>

The Broad Executive Program is an intense five-day experience providing strategic thinking to develop cross-functional knowledge with the latest practices and strategies for high-impact leadership.  This program delivers an action-learning and integrative approach with a focus on maximizing shareholder value for the organization.  The collaboration with other high-caliber participants via classroom exercises, activities and a team-based project offers outstanding value and the opportunity for life-long peer relationships across a broad spectrum of industries and organizations.  The Broad Executive Program provides an immersion development training experience that will fulfill the leadership development needs of today’s rising stars.

After attending this program, participants will demonstrate:

* Increased personal effectiveness and leadership capacity
* Strengthened ability to manage business challenges with an integrative mindset
* Improved decision-making and team collaboration skills
* Enhanced understanding of shareholder value and financial metrics
* Accelerated creativity and entrepreneurial drive

This program is designed specifically for high-potential managers with 7-10 years of experience with some management responsibility, who have taken on, or are preparing to take on, broader responsibilities.  Also, managers and executives that have recently or will soon transition from function/operational manager to strategic leader within their organization are ideally positioned to attend this program.

**Dates:**

October 13-18, 2013

**Location:**

The James B. Henry Center for Executive Development, Lansing, Michigan

**Cost:**

$5,900.00 – full tuition (includes materials and meals - travel and lodging not included)

$5,400.00 – early bird registration

**Contact:**

Kristin St. Marie

[stmarie@bus.msu.edu](mailto:stmarie@bus.msu.edu)

517.353.9711 x71005 or 800.356.5705

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## MIT Sloan Business School

<http://mitsloan.mit.edu/>

MIT Sloan Executive Education - <http://executive.mit.edu/>

MIT Sloan Executive Education programs are designed for senior executives and high-potential managers from around the world. From intensive two-day [courses](http://executive.mit.edu/openenrollment/) focused on a particular area of interest, to [executive certificates](http://executive.mit.edu/executivecertificates/) covering a range of management topics, to [custom engagements](http://executive.mit.edu/customprograms/) addressing the specific business challenges of a particular organization, our [portfolio](http://executive.mit.edu/openenrollment/) of non-degree, executive education and management programs provides business professionals with a targeted and flexible means to advance their career development goals and position their organizations for future growth.

### ****Implementing Improvement Strategies: Practical Tools and Methods****

<http://executive.mit.edu/openenrollment/program/implementing_improvement_strategies_practical_tools_and_methods/17>

This program goes beyond traditional Toyota-style tools and far beyond the factory floor, translating Toyota methods to western cultures and language, and to industries to all kinds. It provides participants with a framework for understanding what drives improvement and how it can be implemented in every function across the organization. It also helps leaders see how these methods can be applied and integrated with major business targets and work streams. It focuses on the thinking behind the tools and methods, allowing improvement to be accomplished in a rapid and natural way. The course helps managers identify the true value-added elements of work and understand the good practices that they already have in place so that they can build on their successes in a principled way rather than forcing a formulaic, programmatic approach. Inspired by extensive research on several leading companies, this program highlights the principles and practices that have enabled several such companies to consistently and significantly outperform their competitors year after year.

The main purpose of this program is two-fold: one is to help participants understand how continuous improvement strategies, sustained over a long period of time, affect core business metrics and contribute to the success of the organization from bottom-up and top-down perspectives; and the other is how to change the way managers see work and their own roles as leaders in the culture of improvement. This program will enable participants to:

* Understand the principles and approaches that drive improvement; and apply them in all areas in the context of a particular company, thus creating a tangible culture of continuous improvement
* Implement improvement naturally in their everyday work, not from a prescribed list, but from a deep personal understanding of the principles
* Recognize successful improvement initiatives already in place and build on them
* Identify the true value-added aspects of work performed by individual workers and the entire organization
* Ensure that business targets and improvement activities are tightly linked at every level
* Develop inquiry and evidence-based problem solving skills for individuals and for organizations
* Transform managers from controllers to enablers by leveraging the relationship between designing the work well and the engagement of employees that follows
* Generate “pull” from within the organization for new methods of work
* Make results (and problems) visible so that they can be addressed constructively
* Not just remove defects, but learn how to design work correctly from the beginning

**Dates:** Apr 02-03, 2013| Jul 11-12, 2013| Nov 21-22, 2013

**Certificate Track:** [Technology, Operations, and Value Chain Management](http://executive.mit.edu/executivecertificates/technology)

**Location:** Cambridge, Massachusetts

**Tuition:** $2,900 (excluding accommodations)

**Program Days (for certificate credit):** 2

**E-mail:** [sloanexeced@mit.edu](mailto:sloanexeced@mit.edu)

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### Transforming Your Leadership Strategy

<http://executive.mit.edu/openenrollment/program/transforming_your_leadership_strategy/35>

This program is built around MIT's unique Distributed Leadership Model―a powerful, innovative approach to executive leadership that lies at the core of leadership development at MIT, and the result of an intensive, four-year research project at the MIT Leadership Center to identify more effective strategies for leading in a networked economy. Tested in diverse, real-world settings, the model allows managers to succeed as leaders by being flexible and adaptive in new and unexpected ways through the application of two key concepts:

* A **4 Capabilities Leadership Framework** that makes it possible to harness, align, and leverage the leadership capabilities that exist throughout an organization, and
* **X-Teams**, a revolutionary approach to creating flexible, outwardly-focused project teams that enables managers to both keep current with shifts in markets, technologies, and competition, and accelerate the pace of innovation and change

Upon completion of this program, participants will gain an understanding of how to:

* Innovate and move quickly from generating ideas to executing and diffusing them throughout the organization
* Unlock crucial information, expertise, and new ways of working together, wherever these qualities reside within or outside the company
* Succeed in a competitive “flat world” of new organizational architectures; smart, orchestrated networks; and tiny firms that do not need huge capitalization to compete
* Make their organizations more agile, responsive, and creative

**Dates:** Apr 09-10, 2013| Jun 20-21, 2013| Nov 19-20, 2013

**Certificate Track:** [Management and Leadership](http://executive.mit.edu/executivecertificates/management)

**Location:** Cambridge, Massachusetts

**Tuition:** $2,900 (excluding accommodations)

**Program Days (for certificate credit):** 2

**E-mail:** [sloanexeced@mit.edu](mailto:sloanexeced@mit.edu)

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### Creating High Velocity Organizations

<http://executive.mit.edu/openenrollment/program/creating_high_velocity_organizations/40>

Some organizations achieve such exceptional levels of performance—time to market, quality, safety, affordability, reliability and responsive, dependability and adaptability, that put their rivals to shame.  Though few in overall number, they exist in high tech and heavy industry, product design and production, manufacturing and services such as health care delivery.  
  
What is the ‘secret’ of their success?  The select few are capable of generating and sustaining such high velocity, broad based, relentless improvement and innovation, that they achieve unparalleled levels of excellence.  Creating High Velocity Organizations will introduce the fundamental principles by which such acceleration occurs, give examples of those principles in practice, and give participants an opportunity to test how those principles can be applied and translated to their own work.

***Learning Experience***Creating High Velocity Organizations employs several teaching techniques—presentations, case discussions, video dramatizations, and an in-class simulation —emphasizing a participatory style to maximize the opportunities for “learning by doing”. The program material is organized into thematic modules designed around the four key principles of building the discovery capability in an organization—smart work design, creative problem solving, continuous knowledge sharing, and developing of discovery skills among employees. Each module consists of several sessions, which demonstrate, first, the positive impact through successful application of those key principles, and then provides examples of negative results when those principles were clearly needed but not applied. Each session is punctuated by facilitated small-group exercises, in which participants can actively apply the ideas and examples offered in class to their own specific, real-life situations.

This program will enable participants to:

* Create an organization where work is done by harnessing the best-known approaches available and signaling the need for new knowledge.
* Solve problems as they arise and to develop new understanding that prevents the problems from recurring.
* Multiply the impact of local discoveries by making them useful systemically throughout the organization.
* Lead an organization where discovery is encouraged, supported, and promoted at all times.

**Dates:** Mar 14-15, 2013| Jul 09-10, 2013| Oct 29-30, 2013

**Certificate Track:** [Management and Leadership](http://executive.mit.edu/executivecertificates/management)

**Location:** Cambridge, Massachusetts

**Tuition:** $2,900 (excluding accommodations)

**Program Days (for certificate credit):** 2

**E-mail:** [sloanexeced@mit.edu](mailto:sloanexeced@mit.edu)

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### Leading Change in Complex Organizations

**<http://executive.mit.edu/openenrollment/program/leading_change_in_complex_organizations/22>**

The 21st century organization is enormously complex, difficult to understand, and even more difficult to manage. A volatile mix of dynamics is triggering changes in the workplace. As the complexity increases, effective managers must have a strong knowledge of the people in the organization and the tasks they perform. And they must have the skills to use that knowledge in practical and flexible ways. This program will present innovative perspectives on managerial problems and offers practical ways to solve them. The issues examined apply across organizations, national boundaries, and technical domains.

Examined in a carefully sequenced schedule of daytime (and sometimes evening) lectures and workshops, program topics will include:

* Forces that are transforming traditional management goals and practices
* New perspectives on managerial decision making—what managers can learn from recent studies on information processing, cognitive biases, and individual problem-solving skills
* Improving the quality of decisions made under conditions of ambiguity, uncertainty, and risk
* Techniques designed to insure the success of temporary, problem-focused groups such as task forces and project teams
* Innovative incentives that organizations can offer to attract, retain, and manage employees who do not respond to familiar workplace rewards or aspire to traditional careers
* Critical success factors for implementing technological change in environments where failure rates are commonplace and few technologies seem to be implemented smoothly
* Diagnosing organizational cultures, the role and process of cultural change, and what managers can do to understand and shape that culture
* Participants in this program will learn to understand and harness such critical factors as:
* Strategic organizational design
* Informal networks
* Leadership styles
* Negotiation skills

**Dates:** May 19-24, 2013

**Certificate Track:** [Management and Leadership](http://executive.mit.edu/executivecertificates/management)

**Location:** MIT Campus, Cambridge, Massachusetts

**Tuition:** $8,800 (excluding accommodations)

**Program Days (for certificate credit):** 5

**E-mail:** [sloanexeced@mit.edu](mailto:sloanexeced@mit.edu)

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### Building, Leading, and Sustaining the Innovative Organization

<http://executive.mit.edu/openenrollment/program/building_leading_and_sustaining_the_innovative_organization/4>

This program is designed to help spark the breakthrough ideas business leaders need to create successful competitive products for the future. Drawing on the latest MIT Sloan research, the program will offer a set of strategies for growing companies in the face of changing markets, technologies, and consumer demand. Specifically, participants will be presented with:

- Tactics for dealing with the internal politics and resistance to change that can threaten innovation initiatives and early-stage developments

- Techniques for building innovation streams

- Processes for collecting competitive intelligence, forecasting technology change, and gathering information on user needs

- Methods for identifying better innovations more quickly, including the lead-user method for discovering breakthrough products, services, and strategies; and innovation toolkits that enable managers to design their own mass-customized products and services

[**Faculty**](http://executive.mit.edu/openenrollment/program/building_leading_and_sustaining_the_innovative_organization/4#faculty)

Participants will learn about the steps required to drive strategic innovation in the organization, including how to:

- Get the right mix of people and skills to generate innovative ideas efficiently

- Develop the processes required to support these people

- Build cultures that encourage innovative behaviors

- Decide which ideas are right for investment, and which new business opportunities are worth pursuing

***Dates:*** Mar 14-15, 2013| Jun 13-14, 2013| Oct 29-30, 2013

***Location:*** Cambridge, Massachusetts

***Tuition:*** $2,900 (excluding accommodations)

*E-mail:*[sloanexeced@mit.edu](mailto:sloanexeced@mit.edu)

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### Developing a Leading Edge Operations Strategy

<http://executive.mit.edu/openenrollment/program/developing_a_leading_edge_operations_strategy/10>

[**Reviews**](http://executive.mit.edu/openenrollment/program/developing_a_leading_edge_operations_strategy/10#reviews)

Enterprises are becoming increasingly global, with supply chains, manufacturing, and service delivery processes spanning oceans and continents, cultures and timezones, geographies and geopolitical situations. To navigate this more complex world filled with new and different kinds of risk, senior managers need to know how to plan the most efficient use of material, people, and processes; how to manage more complicated global networks; how to optimize service and quality levels of performance; and how to minimize risks yet maintain required capacities. This program will draw on real issues confronting manufacturing and service companies today, providing strategic frameworks to enable executives to make smart choices so their companies can deliver the products and services they are committed to providing their customers.

In this program, senior managers will learn new approaches to operations strategy that were developed at MIT and based on best-practice research conducted among the world's leading service and manufacturing companies. Participants will gain an analytic view of operations and strategic insights into:

- Vertical integration and the factors that affect strategic decisions

- Process design and process engineering

- Integration of people systems with technical systems

- Global facility network strategies and the future of supply chain management

- Strategic implications of process technologies

- Capacity and risk management, including capacity factors, supply and demand management

- Outsourcing, supplier power, and trends in supplier management

***Dates:*** Apr 16-17, 2013| Jun 18-19, 2013| Nov 05-06, 2013

***Location:*** Cambridge, Massachusetts

***Costs:*** $2,900 (excluding accommodations)

*E-mail:*[sloanexeced@mit.edu](mailto:sloanexeced@mit.edu)

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### Dynamics of Globalization

<http://executive.mit.edu/openenrollment/program/dynamics_of_globalization/13>

This new program will explore how various countries and ﬁrms are successfully meeting the challenge of increasing globalization. The material will be presented from three complementary angles— economic, sociological, and political science—that together will help managers develop a broad perspective on the issues of globalization. Faculty and participants will trace the implications of global competition on the economy, politics, and emerging markets. Examples that represent different regions and types of organizations—multinational and local ﬁrms from both developing nations and industrialized countries—will be presented throughout the program.

Participants will learn what to look for in analyzing country business environments and in exploring comparative advantage.

***Dates:*** Jun 05-06, 2013

***Location:*** Cambridge, Massachusetts

***Costs:*** $2,900 (excluding accommodations)

*E-mail:*[sloanexeced@mit.edu](mailto:sloanexeced@mit.edu)

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### Energy Innovation: MIT's Approach to Discovering and Realizing Energy Opportunities

<http://executive.mit.edu/openenrollment/program/energy_innovation_mits_approach_to_discovering_and_realizing_energy_opportunities/51>

Energy is the challenge as well as the opportunity of our generation. This innovative new four-day program is designed to enable business executives, entrepreneurs and government officials to more effectively encourage, lead and manage the entire venture creation process for energy-be they stand alone new ventures or pioneering undertakings inside of larger organizations. The process includes identifying opportunities, generating new ideas, designing a holistic solution, and building a viable, significant, and sustainable new energy-oriented business.

The concepts, tools, and frameworks covered in the program will enable participants to:

Identify, evaluate, and support new innovation opportunities and successful energy venture strategies

Understand current best practices for new energy venture creation and also which practices are not working

Design an energy innovation ecosystem to best support ongoing energy venture creation

Understand the advantages and disadvantages and create strategies to maximize synergies and minimize conflicts when such an ecosystem is within a larger organization

Leverage new technology and other innovative breakthroughs to have the most timely and significant impact

Enhance and expand networks with like-minded innovators in the energy field

***Dates:*** May 05-09, 2013

***Location:*** Cambridge, Massachusetts

***Costs:*** $7,900

*E-mail:* [sloanexeced@mit.edu](mailto:sloanexeced@mit.edu)

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### Essential Law for Executives: The MIT Advantage

<http://executive.mit.edu/openenrollment/program/essential_law_for_executives_the_mit_advantage/21>

The U.S. legal system and legal style are in many ways business friendly. The law can help you protect intellectual property and design an effective IP strategy, develop sound plans for new products and marketing technologies, build and retain a successful management team, and shape complicated transactions such as M&A and tailored financial products. But it is also hard-edged, complex, contentious, and poses many risks—such as disputes that cloud IP, consumer class-action litigation which can discredit a brand and impose massive damages, lawsuits by terminated or aggrieved employees, structured financial products that carry hidden risks, and heavy-handed government investigations and sanctions.

Effective management of such issues will sometimes require consulting a lawyer, and this program will discuss making good use of lawyers. But professional legal advice is not a substitute for your own informed judgment and leadership. The ability to navigate tricky legal waters is a powerful source of value for a company and an important competence for a manager. Errors in judgment can doom a business strategy, create liability both for you and your company, and cast a long shadow over a career.

This program will give you the tools you need to plan, manage, and lead in the key law-sensitive areas of your business.

You will leave this program better prepared to:

- Protect yourself and your company from the risks of liability and litigation

- Meet the special legal challenges of new technologies, products, marketing tools, and business models

- Avoid regulatory problems, respond effectively to compliance concerns, and minimize the risk of criminal liability

- Understand the key dimensions of transnational legal problems

- Create, protect, and commercialize intellectual property including patents, software, and trade secrets

- Negotiate and interpret contracts, including those relating to M&A and financial services and instruments

- Understand the key legal options for resolving business disputes

- Supervise employees, build and retain a successful management team, and plan for career transitions

- Utilize lawyers and legal advice and manage legal costs

***Dates:*** Dec 13-14, 2012| Mar 19-20, 2013| Nov 21-22, 2013

***Location:*** Cambridge, Massachusetts

***Costs:*** $2,900 (excluding accommodations)

*E-mail:*[sloanexeced@mit.edu](mailto:sloanexeced@mit.edu)

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### Revitalizing Your Digital Business Model

<http://executive.mit.edu/openenrollment/program/revitalizing_your_digital_business_model/50>

As the world continues to digitize and grow in complexity, virtually every enterprise will need to have a great digital business model, one that creates value by engaging customers digitally.

The digital marketplace is redefining customer relationships, the way employees work, and how companies build and exploit internal and external capabilities.

This new program is designed to guide senior executives as they attempt to meet the complex challenges of competing in the digital marketplace. Based on extensive MIT research, it provides insights into how firms can achieve competitive advantage by providing unique digital content, an exceptional customer experience, and superior digitized platforms.

At MIT Sloan, we have created frameworks to help enterprises define and build powerful digital business models business frameworks to help enterprises define and build powerful business models that will facilitate their ability to compete in the global digital economy. Revitalizing Your Digital Business Model will help senior managers address the following issues:

* What is the source of competitive advantage for your digital business model?
* How can you manage business complexity in the global digital economy?
* How do you design your organization to ensure ongoing development and exploitation of internal and externally available business capabilities?
* How can you ensure that every employee uses the growing availability of data to contribute to the enterprise’s business objectives?
* Using lessons derived from the experiences of successful traditional and "born-on-the-web" companies in the digital economy, the program offers an expert faculty, a self-assessment exercise to help you benchmark the current strength of your own digital approach, frameworks of effective digital business models, and consulting group sessions to help you identify and work on next steps.
* At the conclusion of this program, executives will be better prepared to address the following issues:
* What digital capabilities do you most need to focus on?
* What data is most critical to your people's ability to work smarter?
* How can you derive value from business complexity while keeping that complexity manageable?
* What metrics can you use to track whether you are delivering customer satisfaction on a daily basis?
* How will you gain competitive advantage in the digital economy?

***Dates:*** Mar 28-29, 2013| Oct 17-18, 2013

***Certificate Track:*** [Strategy and Innovation](http://executive.mit.edu/executivecertificates/strategy)

***Location:*** Cambridge, Massachusetts

***Costs:*** $2,900 (excluding accommodations)

*E-mail:*[sloanexeced@mit.edu](mailto:sloanexeced@mit.edu)

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### Strategy in a Global World

<http://executive.mit.edu/openenrollment/program/strategy_in_a_global_world/48>

This program is based on a new view of the world and how business at all levels must work in the context of a globalized world. The global world is no longer simply a source of new markets or cost factor savings; it is a source of innovation. To survive and prosper today, companies must expand their focus beyond the traditional views of the world to truly developing a wider vision that encompasses all aspects of being a global organization capable of developing and delivering a proposition that takes advantage of global integration to create value from and for the world.

Why did global integration turn into a strategic imperative for so many industries and companies over the last couple of decades? Why is it so challenging for existing, established multinational companies?

This program addresses how the current world makes a big difference for internationalization and a global strategy – and why incumbent multinationals and emergent multinationals have fared so differently in the dire straits of the new, global(ized) world. The course introduces the concepts and frameworks used to understand the relevance, the challenge, and the management of global integration in multinational corporations. Strategy in a Global World provides a systemic approach to strategy and the relentless quest for discovering "why and how", not just "what".

Participants in this program will learn how to think strategically in a globalized world. They will understand the value of global integration, the implications for business enterprise and management, and the keys to global performance. Participants will also learn how to reach new markets and harness human resources from beyond their existing borders.

Participants will gain pragmatic insights on how to:

* Begin to assess how to develop business beyond their borders
* Choose among three distinct options for how to grow their businesses
* Creatively choose how to grow: partnerships, networks, and more
* Recognize and harness the value of having a global scope

Many participants may leave the program realizing that the optimum policy for their companies now will be one that was not there before: being a local company with a global strategy.

***Dates:*** Mar 21-22, 2013| Oct 24-25, 2013

***Certificate Track:*** [Strategy and Innovation](http://executive.mit.edu/executivecertificates/strategy)

***Location:*** Cambridge, Massachusetts

***Costs:*** $2,900 (excluding accommodations)

*E-mail:*[sloanexeced@mit.edu](mailto:sloanexeced@mit.edu)

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## New York University

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### Breakthrough Strategic Thinking

<http://www.stern.nyu.edu/executive-education-open-enrollment/search/program/111/Breakthrough-Strategic-Thinking>

Great strategists don’t just understand their current environment and formulate a plan for it; great strategists can envision the multiple possible paths of the future, and shape the dynamics of their environment to their advantage. They anticipate the moves of other players and proactively incorporate those responses into their own plans. They have insight into the technology trajectories that will shape the future of their organization and actively participate in shaping those trajectories. They recognize how their organization’s existing identity, resources and practices both enable and constrain success and they conscientiously avoid becoming trapped by them.

This program will draw on the latest ideas in strategy, innovation, and learning to take the concepts of strategic analysis and strategy formulation to a radically new level. In this program, participants will explore tools that help to not only make sense of how the environment is currently changing, but also to sense how customers, competitors, and other industry players are likely to shift in the future. Participants will develop the skills to anticipate disruptive innovations, chart out their likely trajectories, and determine how to maximally influence (or benefit from) those trajectories. Participants will also discover how to identify the assumptions that have become embedded in an organization, where those assumptions should be challenged and what kinds of transformation may be possible.

The program is structured in three modules over three consecutive days. The first module will use a range of concepts and exercises to provide participants with insight into industry trends both now and in the future. Those insights will then be utilized in the second module, which focuses on the organization’s current and future value proposition. In this module, participants will assess how the organization can achieve a sustainably differentiated and valuable position, and capture the rents from the value it creates in the market. The third module looks at the overall corporate portfolio, with an emphasis on identifying how the firm can remain lean and flexible, and better leverage collaborative relationships. Participants will analyze whether the scope of activities the organization is engaged in optimally leverages its advantages while retaining the benefits of being lean and agile. This module also explores how the firm can better use external relationships with collaborators, suppliers, government, and others to its advantage.

***Program Dates:***April 8-10, 2013; October 7-9, 2013***Program Tuition****:* $4,200

***Contact Number:***(212) 998-0789

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### Managing Innovation

<http://www.stern.nyu.edu/executive-education-open-enrollment/search/program/137/Managing-Innovation>

Innovation is a beautiful thing. It is a force with both aesthetic and pragmatic appeal: It unleashes our creative spirit, opening our minds to new possibilities, while simultaneously accelerating economic growth and providing advances in such crucial human endeavors as medicine, agriculture, and education. For organizations, innovation provides both exceptional opportunities and steep challenges. While innovation is a powerful means of competitive differentiation, enabling organizations to penetrate new markets and achieve higher margins, it is also a competitive race that must be run with speed, skill, and precision. It is not enough for an organization to be innovative—to be successful it must innovate better than its competitors.

To improve an organization’s success rate at innovation requires a well-crafted strategy. An organization’s innovation projects should align with its resources and objectives, leveraging its core competencies and helping it achieve its strategic intent. An organization’s structure and processes should encourage the generation of innovative ideas while also ensuring efficient implementation. An organization’s new product development process should maximize the likelihood of projects being both technically and commercially successful.

To achieve these things, an organization needs:

1. an in-depth understanding of the dynamics of innovation,
2. a well-crafted innovation strategy, and
3. well-designed processes for implementing the innovation strategy.

The purpose of this program is to develop your ability to think strategically about innovation and new product development and deployment. We will tackle such questions as:

* How do managers leverage the innovation potential that exists both within and outside of the organization?
* How do managers choose among multiple attractive innovation projects?
* When should organizations “go it alone” or collaborate, and how do managers develop an effective collaboration strategy?
* How do organizations make the difficult choice between protecting their technologies with patents or copyrights, versus rapidly disseminating them to build installed base and complementary goods?
* What are the best practices for improving new product development processes to maximize the likelihood of success?

The program is structured in three modules over three consecutive days:

* The first module covers innovation dynamics and planning the organization’s strategic direction. Participants will assess the innovation patterns unfolding in their industries, and will plan out an overall trajectory for their organization. We will also cover a range of tools managers can use to evaluate and choose among project options.
* In the second module, we cover more of the specifics of formulating an innovation strategy. We start by discussing the organization’s options for intellectual property protection, discussing the trade-offs between strategies that leverage patents, licensing, trade secrets, and more. We then move on to exploring collaboration options for the organization, including the advantages and disadvantages of different types of collaboration modes, how to choose and monitor partners, and leverage strategic network positions.
* In the third module, we cover the management of new product development processes and teams, and how organizations can craft a deployment strategy for their innovations that maximizes their impact in the market.

Program Benefits: During this program participants will

* **Learn** about the latest concepts and tools being used in the strategic management of innovation
* **Analyze** the dynamics of their organization’s environment to identify key trends in customer demands, technology and competitor moves
* **Formulate**an innovation strategy for their organization that spans project selection, intellectual property protection, collaboration, and deployment

***Program Dates:***September 16 - 18, 2013 ***Program Tuition****:* $4,200

***Contact Number:***(212) 998 - 0789

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### Anticipating Disruptive Innovation: Offensive and Defensive Strategies

<http://www.stern.nyu.edu/executive-education-open-enrollment/search/program/118/Anticipating-Disruptive-Innovation:-Offensive-and-Defensive-Strategies>

New product innovations are appearing at an accelerating rate, frequently from unanticipated sources. These disruptive innovations can render major and more minor industries obsolete in short order. Firms that are late to recognize these pending threats often find themselves unprepared, thereby lessening their chances to adapt and keep their brands relevant, or come up with new and improved products and services that enable them to remain at the forefront of meeting consumer needs. This program addresses how firms can:

* Sharpen their intelligence to spot disruptive innovations sooner
* Identify and shore up their own vulnerabilities to render competitive innovations less effective in stealing consumers
* Identify growth opportunities that will enable them to grow and stay on the offensive

To achieve these objectives, we combine lectures, case analyses of relevant, current examples, presentations from leaders in some of the most successful disruptive innovation firms, and discussions that link the course concepts to participants’ own business needs.

***Program Dates:***July 15-16, 2013***Program Tuition:***$2,800

***Contact Number:***(212) 998-0789

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### Global Strategy

<http://www.stern.nyu.edu/executive-education-open-enrollment/search/program/99/Global-Strategy>

For some firms, global expansion represents a viable growth strategy; but how, and why, do managers decide to pursue such strategies? Moreover, once the decision is made, how do senior executives manage the multiple, and often conflicting institutional pressures that they face across country markets? And for those firms with an existing international footprint, how can they improve their international operations? This Global Strategy program will address these questions …and more.  
  
The central objective of this program is to understand the rationale for international expansion and the strategic management of multinational firms (MNCs). This program will introduce you to a variety of analytical frameworks related to global expansion and multinational management. It will also help you understand how to apply those frameworks to analyze and address important global challenges, where accurate and concise strategic assessments are crucial.  
  
In addition to understanding the global expansion of firms, participants will develop the leadership skills to work effectively across country borders. Toward that end, we will explore the cross-cultural leadership skills that help managers think broadly, to appreciate leadership styles that work well not only in their own country, but in others as well. Such skills start with understanding national institutions, how institutional values differ across countries, and the challenges these differences pose to international managers.   
  
This program combines a variety of pedagogical approaches:  lecture, discussion, case analyses, and group exercises. Emphasis is placed on self-reflection and linking the concepts from the program to the participant’s own objectives and development.

Program Benefits: During this program participants will

* **Learn**about the institutional challenges associated with international expansion
* **Analyze**the dimensions of institutions that impact multinational firms
* **Examine**the impact of cultural, political, economic, and regulatory dimensions
* **Evaluate**how firms can overcome institutional challenges
* **Develop**a framework for measuring institutions
* **Apply**your knowledge to build an international expansion tool
* **Explore**the challenges of cross-cultural leadership

***Program Dates:***May 20 - 22, 2013 ***Program Tuition:***$4,200

***Contact Number:***(212) 998 – 0789

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### Disruptive Leadership: Fostering a Culture of Game-Changing Innovation

<http://www.stern.nyu.edu/executive-education-open-enrollment/search/program/130/Disruptive-Leadership:-Fostering-a-Culture-of-Game-Changing-Innovation>

The future is not predictable. We are living in a fast-changing and uncertain time––a disruptive age. The scale of the challenges we face and the accelerating speed of innovation demands a new approach to innovation leadership––a new way of fostering counterintuitive ideas, forcing improbable insights and opening minds to uncomfortable solutions. Disruptive Leadership is about fostering a culture of game-changing innovation that provides the framework and motivation to generate those ideas and execute those solutions. It is an essential skill for any business leader, from a small start-up to a global corporation, with the desire to transform organizational processes and behaviors, and ask, “Why hadn’t we ever thought about our business and culture this way before?”

This program is intended for organizations and institutions, executives and entrepreneurs who wish to rethink the habits that have made them successful in the past, and challenge the conventional wisdom and industry models that have defined their business. To achieve these objectives, the program combines presentations and discussion with practical exercises where participants apply disruptive leadership principles to business issues and scenarios.

Program Benefits: During this program participants will

* **Understand** the need for disruptive innovation in a business and industry
* **Craft** disruptive hypotheses that provoke status quo biases and behaviors
* **Build and lead** disruptive teams with the potential for great impact and influence
* **Pitch**disruptive ideas that create traction in the organization with stakeholders

***Program Dates:***November 18 - 19, 2013, June 20 - 21, 2013 ***Program Tuition:***$2,800

***Contact Number:***(212) 998-0789

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## Northwestern University

### Creating and Leading a Culture of Innovation

<http://www.kellogg.northwestern.edu/execed/Programs/INNOVATE.aspx>

Great leaders must constantly improve the way they relate to and interact with their people. There is an unmet need for well-trained leaders to unleash the innovative spirit and embrace a culture that innovates. From new markets to mature markets and across every industry, innovation plays a critical role in an organization’s success.  
   
In this program, you will be challenged to take an introspective look at your own leadership style, values, and impact - and how to create an innovation mindset and culture. Many companies focus on streamlining and cost-cutting to achieve short-term earnings growth. Winning managers, though, are always seeking new ways to create value by launching new products and serv5ices, entering new markets, or rethinking established processes.

*Dates: March 20-22, 2013; September 18-20, 2013*

*Application Deadline:* 4 weeks prior to start date

*Location, Evanston, IL*

*Costs:* $4,600

*Contact Number:* 847-467-7000

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### Innovation & Social Entrepreneurship: New Ideas for a New Reality

<http://www.kellogg.northwestern.edu/research/nonprofit/execed/programs/10_3_11.aspx>

This new executive education program will explore the concepts of innovation and social entrepreneurship and what these new ideas mean for individual organizations and the nonprofit sector as a whole.   
  
The program will begin by looking at the topic of innovation and creativity and how nonprofit leaders can begin to think differently about fulfilling the mission of their organizations. Next, participants will gain an understanding of social entrepreneurship and look at this topic along a continuum from philanthropy-dependent nonprofit organizations to pure social enterprises. Participants will learn about the legal structures, financing, measurement, and scale of social enterprises. The program will then shift to the topic of leadership in these types of organizations – what skills the leader must have, how to build a strong team, and how to motivate the team in this high risk and highly entrepreneurial environment. Finally, there will be a panel discussion featuring leaders from several highly successful Chicago-area social enterprises. Participants will be able to interact with the panel and connect the key learning objectives of the program with the experiences of the panelists.

*Dates*: October 23-24, 2013

*Application Deadline*: October 21, 2013

*Location, Evanston, IL*

*Contact Number*: 847.467.0866

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### Leading for the Future

<http://www.kellogg.northwestern.edu/research/nonprofit/execed/programs/5_7_12.aspx>

Success in the nonprofit sector is often driven by the leadership of an organization. Developing strong leadership skills is essential for today’s nonprofit executives and board members. This advanced program will discuss key developments in the theory and practice of effective leadership including team building, social networking and crisis management. Highlighted by Kellogg School of Management faculty, participants will engage in dialogue and exercises throughout the experience.

This program will enable participants to apply key concepts to their own organizations including understanding how their social networks can enhance success; how to build team within their organizations as well as with their external constituencies; and how to manage crisis that occur whether large or small.

*Dates:* May 6-7, 2013

*Application Deadline*: May 3, 2013

*Location: Evanston, IL*

*Costs*: $950.00

*Contact Number*: 847.467.0866

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### Strategic Leadership

<http://www.kellogg.northwestern.edu/research/nonprofit/execed/programs/10_24_11.aspx>

Change is the only constant in today’s global, knowledge-based economy.  In this challenging environment, nonprofit leaders must have the ability to think and act strategically in order to translate the mission into objectives and develop plans and programs that will accomplish those objectives.  This program will help leaders better understand and manage the opportunities and risks to their organizations by focusing on personal and organizational leadership strategies.

What will participants learn?

* New ways to think strategically about organizational issues and challenges
* Effective ways to communicate vision and values while exploring the concept of the leader as storyteller
* How to uncover true leadership style by discovering strengths, motivations and the conditions necessary for authentic and powerful leadership
* Opportunities to discuss and apply learning to specific situations within individual organizations

Who should attend?

* Senior nonprofit executives and active board members responsible for shaping the direction, mission and programs of their organization
* Executive Directors and major program managers looking for new tools and approaches to make their organizations perform effectively

*Dates: April 24-25, 2013 and October 21-22, 2013*

*Application Deadline: April 23 (10am) for April Session); October 18 for October session*

*Location: Evanston, IL*

*Fees:* $950

*Contact Number*: 847.467.0866

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### Winning Strategies

<http://www.kellogg.northwestern.edu/research/nonprofit/execed/programs/11_14_11.aspx>

Strategy and sustainability are today's key buzzwords. They embrace ideas and concepts about how to be more competitive and to enhance your long-term impact. Ask yourself: Do your activities match your mission? What distinguishes your organization from others in the field? What is the competitive advantage you enjoy that can be maintained over time. If these questions interest you, then WINNING STRATEGIES is the executive education program for you and your team.

This two-day program focuses on three separate components of organizational survival and success: mission, finance and strategy. Just as every organization should reexamine its mission every 3-5 years, it also ought to review its revenue sources and mix. Mission and finance are linked by a coordinated set of actions that define your organization's strategy. The goal for this program is that you leave with a better sense of the actions you and your organization can take to create and sustain a competitive advantage in carrying out your mission. To achieve a winning strategy, we help you focus on the key interrelated parts of your organization – mission, finance and strategy.

*Dates:* November 11-12, 2013

*Application Deadline*: November 8, 2013

*Location: Evanston, IL*

*Costs*: $950.00

*Contact Number*: 847.467.0866

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## Notre Dame

### Executive Integral Leadership

<http://business.nd.edu/executive_education/integral_leadership_portfolio/>

Leadership success starts with you as an individual, where you have maximum potential to effect change. Notre Dame's Executive Integral Leadership (EIL) offers a values-based approach to leadership, inspiring you to get reacquainted with your values and behaviors and then to leverage that knowledge effectively. At the conclusion of this life-changing experience, you will be prepared to think and act in alignment with your values and to face every challenge with increased courage and confidence.

*Dates*: April 21-26, 2013; October 6-11, 2013

*Location*: Stayer Executive Education Center, Notre Dame, IN

*Costs*: $6,950 (includes all instructions, 90-minute Executive Coaching Session, 60-minute health and wellness coaching session, educational materials, leadership assessments, lodging and meals

*Contact*: 574-631-0564

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### Executive Certificate in Leadership and Management

<http://business.nd.edu/Executive_Education/Online/Executive_Certificate_in_Leadership_and_Management/>

Learn how to distinguish leadership from management – and which skills to apply in a given situation. Notre Dame has partnered with University Alliance, a division of Bisk Education, to offer the Executive Certificate in Leadership and Management program. From tactics to strategy, you’ll study proven ways to identify your role and respond effectively. In addition to navigating the nuances that make leadership and management distinct but interdependent, you’ll employ a variety of self-assessment tools to modify and enhance your own style.

The online Executive Certificate in Leadership and Management program features three eight-week courses presented by the country’s leading experts in leadership and management – the same professors who teach at Notre Dame’s top-ranked Mendoza College of Business! Courses include: Effective Leadership, Leading Teams and Organizations and Executive Leadership Strategies.

*Dates and Location*: Online

*Costs*: $4,995 for 3-course package

*Contact*: to register call 855-300-1475

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## Office of Personnel Management

### Leadership Assessment Program Level 1 for Team Leaders and Emerging Supervisors

<https://www.leadership.opm.gov/Programs/Assessment/LAPL1/Index.aspx>

Management is what makes the Federal government tick, and identifying and nurturing new managers is essential to the future of good government. This course will give you new insights to create a personal learning plan for continued leadership growth. Designed for those who have one year or less of supervisory experience, you will receive personalized feedback from assessment specialists, superiors, peers and subordinates, and gain a greater understanding of how personal behaviors affect workplace interactions.

##### How You Will Benefit

* Complete personal assessment inventories and personality and temperament profiles
* Perform a case study analysis with feedback and critiques
* Identify strengths and areas of improvement and learn from confidential, comprehensive guidance from assessment center specialists
* Gain valuable insight to create a personal learning plan for continued leadership growth
* Apr 8-12, ‘13 @ WMDC, Aurora, CO   $5600

*Starts 8:00 AM on 1st day ends 12:30 PM on last day*

* Jul 29-Aug 2, ‘13 @ EMDC, Shepherdstown, WV   $5600

*Starts 8:00 AM on 1st day ends 12:30 PM on last day*

* Aug 26-30, ‘13 @ EMDC, Shepherdstown, WV   $5600

*Starts 8:00 AM on 1st day ends 12:30 PM on last day*

* Sep 23-27, ‘13 @ WMDC, Aurora, CO   $5600

*Starts 8:00 AM on 1st day ends 12:30 PM on last day*

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### Leadership Assessment Program Level 2 for Supervisors and Managers

<https://www.leadership.opm.gov/Programs/Assessment/LAPL2/Index.aspx>

Excellence stems from many factors, and breaking down those elements and focusing on each will help you grow and develop your career. This course will give supervisors and managers who have at least one year of current supervisory experience the critical strategies needed to improve your leadership performance and achieve organizational success.

All participants meet for a private half-day session with a professional executive coach to discuss strengths, areas of development and next steps on your Government career path.

It is recommended for supervisors and managers update their leadership assessment every three to five years.

##### How You Will Benefit

* + Receive a candid and confidential appraisal of your leadership style, preferences and behaviors
  + Analyze individual feedback on your current leadership performance from your supervisors, peers and subordinates through a 360-degree assessment tool
  + Assess your approach to leading groups and teams as well as one-on-one interactions
  + Learn how to be "at your best" by focusing on your strengths and managing your weaknesses
  + Acquire important insights from a confidential planning session with a professional executive coach
  + Assess your level of emotional intelligence to be an effective leader
  + Create a personalized Leadership Development Plan (LDP) for continued growth
* Apr 29-May 3, ‘13 @ WMDC, Aurora, CO   $5350

*Starts 8:00 AM on 1st day ends 12:00 PM on last day*

* Jun 10-14, ‘13 @ EMDC, Shepherdstown, WV   $5350

*Starts 8:00 AM on 1st day ends 12:00 PM on last day*

* Jul 22-26, ‘13 @ EMDC, Shepherdstown, WV   $5350

*Starts 8:00 AM on 1st day ends 12:00 PM on last day*

* Sep 16-20, ‘13 @ WMDC, Aurora, CO   $5350

*Starts 8:00 AM on 1st day ends 12:00 PM on last day*

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### A Leader’s Guide to Developing Resilience

<https://www.leadership.opm.gov/Programs/Executive-Development/EXE0071/Index.aspx>

You can be a resilient leader too. This hands-on program at the Federal Executive Institute (FEI) explores the power of resilience in a world of change through a dynamic array of leadership development exercises. You will use cutting-edge tools and strategies to learn how to sustain yourself as an agent of change and support others during the change process. A variety of individual and group activities will give you the tools to cultivate your sense of possibility, perspective and optimism--both for yourself and for the people who rely on your guidance.

*Competencies Emphasized: Accountability, Creativity/Innovation, Problem Solving, Resilience and Team Building.*

*Dates*: Upcoming sessions of this class will be scheduled in 2013. Please call 888-676-9632

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### Crisis Leadership Workshop

[https://www.leadership.opm.gov/programs/Skill-Immersion/CMS/Index.aspx](https://www.leadership.opm.gov/Programs/Specialized-Skills/CMS/Index.aspx)

How do you lead when the unexpected occurs, your plans are insufficient and your core values are threatened? Through case studies, films, interactive exercises and simulated crises, you will learn to identify a crisis, assess your own biases in high-pressure situations, manage the overwhelming amounts of information that crises generate, organize for effective decisions and create and lead an effective crisis team. You will identify your personal strengths in relating when you are threatened and learn to manage relationships before, during and after a crisis. You will share your experiences in crisis leadership and develop an invaluable network for ongoing support.

* Feb 25-Mar 1, ‘13 @ Aberdeen Proving Grounds, MD, Aberdeen Proving Grounds 2 Halls Cross Road, MD 21001   $2950

*Starts 9:00 AM on 1st day ends 12:00 PM on last day*

Lodging and Meals are NOT included in the tuition.

* Apr 22-26, ‘13 @ EMDC, Shepherdstown, WV   $3500

*Starts 9:00 AM on 1st day ends 12:30 PM on last day*

* Aug 5-9, ‘13 @ WMDC, Aurora, CO   $3500

*Starts 9:00 AM on 1st day ends 12:30 PM on last day*

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### Resiliency Advantage

[http://www.leadership.opm.gov/Programs/Individual-Assessment-and-Development/REC/Index.aspx](http://www.leadership.opm.gov/Programs/Individual-Assessment-and-Development/REC/Index.aspx%20%20)

Continual change, shrinking resources, and uncertain landscapes are a way of life for federal leaders today. This course helps you understand how to increase your own resiliency and boosts your ability to reduce the stress of your teams.  
  
This innovative seminar will guide you through an understanding of the foundations of resiliency and specific behaviors to promote it. The seminar encourages participants to share their experiences, making for a lively, interactive classroom environment.

* Feb 19-21, ‘13 @ EMDC, Shepherdstown, WV   $2575

*Starts 1:00 PM on 1st day ends 12:00 PM on last day*

* Mar 12-14, ‘13 @ Adrian A. Spears Judicial Training Center, 643 East Cesar Chavez Boulevard, San Antonio, TX   $1850

*Starts 1:00 PM on 1st day ends 12:00 PM on last day*

Tuition does not include meals and lodging.

* Jun 4-6, ‘13 @ EMDC, Shepherdstown, WV   $2575

*Starts 1:00 PM on 1st day ends 12:00 PM on last day*

* Aug 20-22, ‘13 @ WMDC, Aurora, CO   $2575

*Starts 1:00 PM on 1st day ends 12:00 PM on last day*

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### Leading Individual and Organizational Change

<https://www.leadership.opm.gov/programs/Executive-Development/EXE0094/Index.aspx>

This course is designed to take the mystique out of individual and organizational change. It will offer historically sound and cutting edge theories and ideas about change. Then it will help you practice and hone your change skills. FEI’s Leading Individual and Organizational Change course is interactive and blends multiple learning modes including lecture, small and large group discussion, large and small group exercises and simulations, personality style assessment instruments, video clips from popular, contemporary films, case studies, participant analysis and presentations, and conferences with the instructor.

*Competencies Emphasized: Creativity/Innovation, Flexibility, Problem Solving, Strategic Thinking, and Vision.*

*Dates*: Upcoming sessions of this class will be scheduled in 2013. Please call 888-676-9632

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### Executive Development Seminar: Leading Change

<https://www.leadership.opm.gov/programs/Core-Development/EDS/Index.aspx>

Where are you on your management track? This seminar will help take you from technical, division-level work to strategic, agency-level leadership positions. The focus is on development and transition for senior managers and the payoff is getting tomorrow right today.

Designed for senior Federal and other public sector managers, this two-week program offers new awareness of various aspects of your agency. Thinking strategically, you will gain new knowledge, skills and understanding that will take you even further in your career.

Through a group project, you will learn the fundamentals and finer aspects of strategic thinking, strategic planning and political research. You will also examine how policy is made and how to maximize the interests of all concerned parties.

*Competencies Emphasized:* External Awareness, Strategic Thinking, Political Savvy, Oral Communications, Interpersonal Skills

* Feb 25-Mar 7, ‘13 @ EMDC, Shepherdstown, WV   $6000

*Starts 1:30 PM on 1st day ends 5:00 PM on last day*

* Apr 15-25, ‘13 @ EMDC, Shepherdstown, WV   $6000

*Starts 1:30 PM on 1st day ends 5:00 PM on last day*

* Jun 10-20, ‘13 @ EMDC, Shepherdstown, WV   $6000

*Starts 1:30 PM on 1st day ends 5:00 PM on last day*

This is a global program and may include international participants.

* Aug 12-22, ‘13 @ WMDC, Aurora, CO   $6000

*Starts 1:30 PM on 1st day ends 5:00 PM on last day*

This is a global program and may include international participants.

* Sep 9-19, ‘13 @ EMDC, Shepherdstown, WV   $6000

*Starts 1:30 PM on 1st day ends 5:00 PM on last day*

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## Penn State University

### Aligning Strategy, Leadership, and Culture: Keys to Competitive Advantage

<http://www.smeal.psu.edu/psep/open/aslc>

This one-week course is designed for leaders charged with creating and implementing strategy. It provides participants with the integrated management perspective to maximize the performance of their organization. Participants will learn how the forces of culture impact performance and hone leadership skills that establish a common sense of purpose that drives commitment and cooperation. Specifically, the program will prepare participants to:

* Critically assess and respond to the changing environment and marketplace
* Grow and develop core capabilities and operational focus to compete
* Build capability through global networks of employees, partners, and suppliers
* Understand how financial performance affects process and operations in an organization
* Communicate, motivate, and empower talent to implement strategic changes

*Dates*: April 28-May 3, 2013; September 22-27, 2013

*Fee*: $7,950

*Location*: University Park, PA

*Contact:* 1-800-311-6364 or psep@psu.edu

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### Enterprise Integration & Transformation: Beyond IT/Business Alignment

<http://www.smeal.psu.edu/psep/open/business-enterprise>

This unique executive education program, in affiliation with Gartner, uncovers critical enterprise principles and provides participants with a roadmap for achieving sustainable transformation through alignment. Topics include all aspects of IT and organizational integration and transformation -- from enterprise strategy, planning, and infrastructure issues to those surrounding external alliances and partnerships. The program is for CIOs, EVPs, senior strategists, senior IT management, enterprise and business architects, business and IT strategists, enterprise transformation analysts, enterprise portfolio managers, and other executives with leadership responsibility for their organization.

*Dates*: November 18-22, 2013  
*Fee:* $4,400

*Location*: University Park, PA

*Contact:* 1-800-311-6364 or psep@psu.edu

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## Portland State University (Center for Public Service)

### Emergency Management and Homeland Security Leadership Program

<http://www.pdx.edu/cps/emhslp>

The Emergency Management and Homeland Security Leadership (EMHSL) Program provides a foundation in the core concepts, contemporary practices, and theories of emergency management and homeland security. The courses offered through this program provide state-of-the art education, tools, and skills to effectively manage emergencies.

The program is specifically designed to improve the leadership and capabilities of those responsible for planning for, mitigating-against, responding to, or recovering from emergencies. The program will benefit professionals working in the field of emergency management, persons who have assumed emergency management tasks in addition to their primary work functions, and those who wish to enter the growing field of emergency management. Students from public, private, and non-profit sectors will benefit from their experience in the program.

The program consists of 6 courses with two in-class sessions as the beginning and end of each term (Fall 2012, Winter 2013, and Spring 2013) with online course work and interaction in between the two sessions.

*Program Dates:* 6 Courses

The Professional in Emergency Management: TBD

Emergency Program Management:TBD

Understanding Community Expectations: Jan. 4-5, 2013 & Mar. 8-9, 2013

Earth Sciences for Emergency Managers: Jan. 6-7, 2013 & Mar. 10-11, 2013

Building Situational Awareness: April 5-6, 2013 & June 7-8, 2013

Crisis Communication and Disasters: Apr. 7-8, 2013 & Jun. 9-10, 2013

(Dates are subject to change)

*Application Deadline:* Rolling deadlines prior to each course. Contact for information. *Program Tuition:* $1,450 per course + applicable PSU fees

*Contact:* Christine Hanolsy, Program Coordinator. hanolsy@pdx.edu, (503) 725-5114

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### Executive Master of Public Administration Program

http://www.pdx.edu/cps/empa

The fully-accredited Executive Master of Public Administration (EMPA) Program is designed for ambitious and forward-looking public and nonprofit professionals who have at least ten years of significant work experience. The program is intended to prepare individuals for advanced leadership, with an assumption that they have already "earned their wings" as successful managers of people, programs, and organizational units.

Program students have a clear commitment to public service and strong personal motivation to deepen their knowledge, sharpen their skills, and assume advanced leadership roles in public service.

The EMPA Program increases the efficacy of public officials for ethical, competent, and effective public service leadership in federal, state, local, special district, tribal, and nonprofit organizations. The program integrates theory and practice through a co-production process engaging community groups, citizens, public service executives, academic colleagues, and practitioners with the Center for Public Service.

*Program Dates:* Fall to Spring (2-year program)

*Application Deadline:* TBD (Roughly April) *Program Tuition:* TBD

*Contact:* Marcy Newton, Program Coordinator, marcy.newton@pdx.edu, (503) 725-5165

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### [**Executive Seminar**](http://www.gsb.stanford.edu/exed/eld/) **Program for Natural Resources**

<http://www.pdx.edu/cps/esp>

The Executive Seminar Program (ESP) for Natural Resources is a professional education program for mid-career natural resource professionals in public, private, tribal, and non-profit organizations.

The program uses live case studies of controversial natural resource issues, advance leadership development, and enhance understanding of governance principles. Each seminar reconstructs the natural resource policy controversy by visiting the site of the issue, reviewing background materials, and meeting with the decisive players in the conflict.

Past presenters have included members of Congress, governors, state legislators, tribal leaders, agency heads, lobbyists, coalition leaders, and journalists.

The seminar program develops leadership skills that enhance the performance of managers in their own organizations and prepares leaders for the complex decision making process inherent in a pluralistic society. Participants will understand the need to evaluate social, economic and political values in natural resource policy development.

A total of three case studies and one capstone are held during the program year. Three seminars of approximately one week each will be held on site to reconstruct cases. The fourth session (capstone) runs two-days and is held in the Portland area concluding the program with a review of leadership principles, techniques for policy resolution, and a summarization of insights gained by the participants. PSU Faculty provides oversight and emphasizes sound administration practices, as well as ways on how to improve policy outcomes.

*Dates:* Feb. 4-8, 2013; Apr. 21-26, 2013; and June 6-7, 2013

*Application Deadline:* Contact us to check availability

*Location:* Olympic National Park, WA; Coos Bay, OR; Burns and Frenchglen, OR; and PSU Campus, Portland, OR

*Cost:* $6,000 for all cases or $2,300 per case

Contact: Christine Hanolsy, Program Coordinator, hanolsy@pdx.edu, (503) 725-5114

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### [**National**](http://www.gsb.stanford.edu/exed/eld/) **Policy Process Seminar**

<http://www.pdx.edu/cps/natlpolicy>

This personal and up-close approach to learning about the national policy-formation process leaves students with a detailed understanding of the way work is accomplished in Washington, DC and gives them insights on how this affects their work back in the Northwest. The one week courses offers:

* "Live" case study on policy issues important to the region
* Direct and personal interaction with participants in policy process
* Detailed understanding of the forces at work in national policies
* Ability to take these lessons and reflect on issues back in the region

This program allows each member of the program to personally meet and discuss policy issues with the expert guest speakers while in Washington, DC. The class travels to meet with these speakers on location and in the midst of the work of the national policy process. The week centers on a policy case study and uses this to introduce models of how national policy is created. Key to the success of the program is the support speakers in Washington, D.C., without whom this program would not exist.

*Dates:* Pre-Trip Orientation Meeting TBD

*Application Deadline:* TBD

*Location:* Pre-Trip Orientation Meeting PSU Campus, Portland, OR; Trip Washington, D.C.

*Cost:* $1,250 (Does not include travel expenses or meals)

Contact: Christine Hanolsy, Program Coordinator, hanolsy@pdx.edu, (503) 725-5114

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### [**National**](http://www.gsb.stanford.edu/exed/eld/) **Resources Policy, Values and Economics**

<http://www.pdx.edu/cps/nrpve>

Natural resource management requires knowledge of policy issues, economics, and human valuation, as much as it requires knowledge of specific natural resources. What are the complex policy factors involved in natural resource management? What is the basic role of economics in the management of natural resources? How are human value systems that underlie policy making and economics integrated into policy decisions? The Natural Resource Policy, Values and Economics Program is designed to answer these questions and enable the natural resource professional to synthesize the concepts learned for use in everyday professional practice.

The Natural Resource Policy, Values and Economics Seminar is a workshop that is part of the U.S. Forest Service Continuing Education Program. The course is offered at Portland State University and the University of Georgia for alternating years. The goal of this Continuing Education program is to enhance the productivity and effectiveness of professionals whose work involves or relates to management of rare plants, wildlife, and fish habitats. The Continuing Education Program strives to serve the people who care for the land and is designed to meet the training needs of entry-level and mid-career professionals.

The week-long program utilizes real-world case studies and interactive exercises to teach concepts to students. Discussion amongst students, professors and guest lecturers on topics related to activities in public lands will assist natural resource professionals to understand and deal with economic and political influences in their agencies.

All type of environmental and natural resource professionals are invited to attend, including those working in state, tribal and other federal agencies. Past participants have included:

* Bureau of Land Management
* U.S. Fish and Wildlife
* Oregon State Forestry Department
* U.S. Forest Service
* Portland State University Graduate Students

*Dates:* May 27-31, 2013

*Application Deadline:* April 30, 2013

*Location:* PSU Campus, Portland, OR; Trip Washington, D.C.

*Cost:* $1,500

Contact: Christine Hanolsy, Program Coordinator, hanolsy@pdx.edu, (503) 725-5114

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## Radical Leadership (Private Industry Provider)

### Engaged & Alive at Work by Radical Leadership

[http://radicalleadership.net/?page\_id=207#](http://radicalleadership.net/?page_id=207)

Research reveals that nearly 3 out of every 4 employees are ***actively disengaged*** and that number is growing rapidly. Why is that and what’s this costing your organization?

In this four-hour, highly engaging & interactive workshop, you’ll discover what’s creating disengagement in the workplace and what to do about that. In this program you’ll learn proven, specific, easy to use tools to create clear, concise communication, eliminate stress and overwhelm, and create what you want regardless of circumstance. Enjoy taking ownership of your position! Using these methods, employers and employees quickly co-create an environment that supports productivity, creativity and excellence.

If you learn and use this material you will live an Engaged and Alive .life … at work, home and everywhere.

*Program Dates: Scheduled per Request For Your Group  
Application Deadline: N/A  
Program Tuition: $15,995 USD (teams up to 12 people - Includes 6 hours of group coaching to anchor & deepen the learning.)*

*Program Tuition: $9,995(teams up to 12 people without group coaching)*

*Contact Number: 847-398-9331*

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### Radical Leadership I – Signature Series Retreat Intensive

[http://radicalleadership.net/?page\_id=326#](http://radicalleadership.net/?page_id=326)

Proven to empower at all levels - from CEO to Front Line Supervisors - Radical Leadership I (RL I) is the first of the Radical Leadership Signature Series of intensive retreats. It’s called *Radical* for a reason-- this course is based on a cutting edge transformation model not the older change models often utilized in leadership today. What’s possible from this new perspective is an easy and natural shift to enhanced productivity, performance, creativity and commitment. In an intimate group of 12-14 participants, you will learn how to: communicate clearly and engage others; build trust instantly while telling tough truths; overcome the three things that limit authenticity and productivity; and you’ll learn a powerful listening technique to discern what’s important, what’s needed and what’s next.

If you learn and use this material you can stop overwhelm and get inspired again. Your job can be fulfilling and in fact when it is, you’ll be more productive, and generate creatively from excellence and possibility rather than from circumstance.

This transformational course includes the 3- day retreat experience and 6 group coaching calls to anchor and integrate the learning into your daily life.

*Dates: Spring 2013 & Fall 2013 Dates TBA*

*(Can also be scheduled on request for private groups).*

*Application Deadline: Sold on Space Available*

*Location: George Williams Conference Center in Williams Bay, WI*

*Cost: $4997 per person (group rates available)*

*Contact Number: 847-398-9331*

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### Radical Leadership II – Signature Series Retreat Intensive

[http://radicalleadership.net/?page\_id=146#](http://radicalleadership.net/?page_id=146)

Radical Leadership II (RL II) is the second in the transformational RL Signature Series three-day intensive retreats. In an intimate group of 12 – 14 participants you will stretch and grow what you discovered in RL I. Through experiential learning you’ll test assumptions and peel away layers of old thinking that have gotten in your way and anchor this learning in your body at the cellular level. RL II gracefully takes you to the “edge” to explore what’s possible and inspires you to commit to the next level of your leadership and your life!

If you learn and use this proven material you will: deepen and embody your vision; live from your most powerful and creative place even when challenged by fear; develop your leadership strengths and skills to engage others at profound levels. Live with clarity and purpose, have fun and celebrate your power to create what you want regardless of any circumstance!

This transformational course includes the 3- day retreat experience and 6 group coaching calls to deepen, anchor and integrate the learning into your life.

*Dates: Spring 2013 & Fall 2013 Dates TBA*

*(Can also be scheduled on request for private groups).*

*Application Deadline: Sold on Space Available*

*Location: George Williams Conference Center in Williams Bay, WI*

*Cost: $5297 per person (group rates available)*

*Contact Number: 847-398-9331*

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### Radical Leadership Coach Training For Managers

[http://radicalleadership.net/?page\_id=348#](http://radicalleadership.net/?page_id=348)

Tell a person what to do, and you create a passive employee. Teach a person how to discover what needs to be done and you’ve co-created powerful leadership.

Proven to empower leaders from all business fields, holding positions in middle to the highest levels of management and leadership, the Radical Leadership Coach Training Program supports your leaders in becoming significantly more effective in helping others reach their potential. Radical in concept, we know your people are far more brilliant than they are letting on and that it is culturalized habit that keeps them from creating what they want. Imagine your workforce full of managers skilled in calling forth their reports, sharing tough truths while stretching people beyond their self-imposed limitations and holding them accountable for their actions and outcomes. Now imagine your workforce actively engaged in the process and WANTING to continue to reach and grow.

At the end of this two day program, participants will demonstrate a wide range of coaching skills; recognize the value of using coaching to develop leaders; know how and when to make the shift from boss to coach; and deepen their ability to cultivating greatness in themselves and others.

This 2-day course includes 6 hours of group coaching to deepen and anchor the learning and support you in carrying it out in your daily life.

*Program Dates: Scheduled per Request For Your Group  
Application Deadline: N/A*

*Program Tuition: $19,995 (For Teams up to 12 people – Includes 6 hours of group coaching.)*

*Contact Number: 847-398-9331*

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## Regis University

### Master of Science in Organization Leadership

<http://cps.regis.edu/degrees-masters-organization-leadership.php>

The Regis University College for Professional Studies (CPS) on-campus and online Master of Science in Organization Leadership (MSOL) prepares students from a variety of backgrounds – small business, nonprofits, healthcare, government, industry and service organizations – with practical knowledge and skills in project management, leadership, and business strategies. This degree offers you a collaborative and holistic approach toward cultivating your leadership skills through four degree specializations:

* Human Resource Management and Leadership
* Enterprise Resource Leadership and Planning
* Organizational Leadership and Management
* Project Leadership and Management

*Courses*:For course descriptions, [click here](http://cps.regis.edu/degrees-masters-organization-leadership.php)*.*

*Dates*: For the Spring 2013 - Spring 2014 schedule, click here <http://cps.regis.edu/degrees-masters-organization-leadership.php>

*Location:* Online or in classroom

*Cost:* $690/ per credit hour classroom, $690/ per credit hour online

*Apply:* To apply online [click here](http://cps.regis.edu/apply-now.php)

**For more information on this program, please contact: 800-944-7667 or go to** <http://cps.regis.edu/degrees-masters-organization-leadership.php>

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### Bachelor of Arts in Organization Development

Today’s companies are evaluating their organizations to streamline operations and implement process improvements in an increasingly competitive and evolving business landscape. The Regis University College for Professional Studies (CPS) **Bachelor of Arts in Organization Development** degree equips you with a thorough knowledge of behavioral science. Learn how organization development strategies are used to change internal attitudes, values, and structures in order to capitalize on new technologies, adapt to market changes, and overcome challenges.

***Advance Your Organization and Your Career***

The Organization Development degree from Regis University CPS introduces you to the best in management and ethical business practices, enabling you to pursue careers in a wide variety of organizations, including for-profits, nonprofits, major corporations, and global enterprises. The degree program introduces you to the areas of human resource management, leadership, and organizational behavior through courses like:

* Managing Cultural Diversity
* Strategic Leadership
* Organizational Behavior
* Ethical Decision Making in Business

***A Faster Path to Success Through Combined Bachelor's and Master's Degrees***

Regis University's School of Management offers Combined Bachelor's and Master's Degrees, enabling you to complete both degree programs in only 152-credit hours (158-credit hours for any Bachelor’s degree combined with the MBA) by:

* Planning early for the Master’s portion of your education
* Allowing two Graduate courses to be counted toward your Undergraduate degree
* Utilizing a more efficient use of your credit requirements and tuition dollars
* [Learn more](http://cps.regis.edu/PDFs/4plus1SM.pdf) about program requirements and additional admissions information

*Courses*:For course descriptions, [click here](http://cps.regis.edu/degrees-bachelors-organization-development.php)*.*

*Dates*: For the Spring 2013 to Spring 2014 schedule, click here <http://cps.regis.edu/degrees-bachelors-organization-development.php>

*Location:* Online or in classroom

*Cost:* $690/ per credit hour

*Apply:* To apply online [click here](http://cps.regis.edu/apply-now.php)

### Executive Leadership Certificate

<http://cps.regis.edu/certificates-masters.php#sm>

This program is designed for students who choose to build a philosophy and the skills for becoming effective leaders. It focuses on contemporary leadership theories, ethical leadership and future leadership roles.

#### Requirements: 15 Credit Hours

* **MSM 602**  Leadership/Management Challenge (3 Credit Hours)
* **MSM 612**  Graduate Research (3 Credit Hours)
* **MSM 621**  Organizational Change (3 Credit Hours)
* **MSM 635**  Strategic Human Resource Management (3 Credit Hours)
* **MSM 671**  Strategic Leadership (3 Credit Hours)

*Courses*:For course descriptions, [click here](http://cps.regis.edu/certificates-masters.php#sm)*.*

*Dates*: For the Spring 2013 - Spring 2014 schedule, click here <http://cps.regis.edu/degrees-masters-organization-leadership.php>

*Location:* Online or in classroom

*Cost:* $690/ per credit hour

*Apply:* To apply online [click here](http://cps.regis.edu/apply-now.php)

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### Executive Project Management Certificate

<http://cps.regis.edu/certificates-masters.php#sm>

Executive Project Management Certificate is designed to meet the needs of students who require project management, leadership and people management skills. This certificate is designed for adults who wish to enhance their work–related knowledge and skills and to advance themselves educationally.

#### Requirements: 15 Credit Hours

#### The preferred sequence is to complete the courses in the order listed below.

* **MSM 602/**  Leadership / Management Challenge (3 Credit Hours)
* **MSM 651**  Delivering Business Process Improvement (3 Credit Hours)
* **MSM 657/MBAO 603**  Leading Projects in Contemporary Organizations (3 Credit Hours)
* **MSM 658/MBAO 615**  Management of Project Performance (3 Credit Hours)
* **MSM 659**  Project Monitoring and Delivery (3 Credit Hours)

Regis University's New Ventures offers a **PMP Exam Preparation Workshop**, which is available in an online or campus-based format. Attendees will earn 35+ contact hours or PDUs. [Learn more](http://newventuresed.org/pdf/PMPLandingPage.pdf)

*Courses*:For course descriptions, [click here](http://cps.regis.edu/certificates-masters.php#sm)*.*

*Dates*: For the Spring 2013 - Spring 2014 schedule, click here <http://cps.regis.edu/degrees-masters-organization-leadership.php>

*Location:* Online or in classroom

*Cost:* $690/ per credit

*Apply:* To apply online [click here](http://cps.regis.edu/apply-now.php)

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### Strategic Human Resource Integration

<http://cps.regis.edu/certificates-masters.php#sm>

The Strategic Human Resource Integration Certificate is designed for students to examine strategies for transforming organizational culture, architecture, and leadership while reviewing the impact of the human resource functions on the total organization.

#### Requirements: 18 Credit Hours

* **MSM 602**  Leadership/Management Challenge (3 Credit Hours)
* **MSM 635**  Strategic Issues in Human Resource Management (3 Credit Hours)
* **MSM 636**  Employment Law and Compliance (3 Credit Hours)
* **MSM 637**  Strategies in Compensation and Benefits (3 Credit Hours)
* **MSM 638**  Attracting and Retaining Workforce Talent (3 Credit Hours)
* **MSM 639**  Employee Relations and Performance Management (3 Credit Hours)

*Courses*:For course descriptions, [click here](http://cps.regis.edu/certificates-masters.php#sm)*.*

*Dates*: For the Spring 2013 - Spring 2014 schedule, click here <http://cps.regis.edu/certificates-masters.php#sm>

*Location:* Online or in classroom

*Cost:* $690/ per credit

*Apply:* To apply online, [click here](http://cps.regis.edu/apply-now.php)

**For more information on this program, please contact: 800-944-7667 or go to** <http://cps.regis.edu/certificates-masters.php#sm>

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## Rice University

### [**Essentials**](http://www.gsb.stanford.edu/exed/eld/) **of Leadership**

<http://business.rice.edu/OpenEnrollmentPrograms/>

During the foundation course, participants will develop an understanding of the importance of leadership at all levels (i.e., leadership capacity) within highly successful companies. They will begin an introspection of their own leadership styles, which will be re-examined throughout future leadership programs. Participants will consider the differences between leadership and management and that leadership is critical in any successful change initiative. Participants will also examine the role that individual disposition plays in the development of leadership style, team interactions, and leader effectiveness. Ultimately this course focuses on helping participants identify the areas of their management style that are strengths and will support their transition into greater levels of responsibility and, perhaps more importantly, identify critical development areas that may hinder their future performance.

*Dates:* January 30 – 31, 2013

*Application Deadline:* December 30, 2012

*Location: Houston, TX*

*Costs:* $2,500 USD

*Contact Number:* 713.348.6060

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### **Leader as Coach**

<http://business.rice.edu/OpenEnrollmentPrograms/>

It is a widely accepted truth that for most organizations, it is the capability of the workforce that provides the company’s greatest competitive advantage. Following this insight, it then becomes evident that great leaders not only plan, organize and control – they develop strong capability in their people. This short course is designed to help leaders understand the frameworks and actions they can use to serve as talent magnets for and within their organizations as well as fully developing the capabilities of those leaders junior to them. We will examine differing levels of leadership, transition points between these, and the balanced use of different systems to grow leadership competency. We will pay close attention to coaching and mentorship as primary mechanisms, while understanding the roles that networks, job rotation, action learning and 360 degree feedback play in developing the total leader. We will also examine motivational concepts that support the best utilization of these activities, while matching these to the participants’ natural leadership style. As the war for talent continues to be a competitive differentiator, this short course provides the capabilities to not only win talented individuals into organizations – but to embed the development of leaders into the management culture itself.

*Dates:* February 19 – 20, 2013

*Application Deadline:* January 19, 2013

*Location: Houston, TX*

*Costs:* $2,500 USD

*Contact Number:* 713.348.6060

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### **Leading Change**

<http://business.rice.edu/OpenEnrollmentPrograms/>

The focus of this module is to examine change inhibitors that create stress, waste resources, slow change efforts, or lead to outright failure, and discover how to lead, cope and win in the face of great change.  
At the end of the module, students will be able to:

* Understand and apply fundamental areas that are necessary to lead effective individual, team and organizational change efforts.
* Analyze and evaluate behaviors that lead to successful change initiatives in organizational settings.
* Managing personal change and the change of others
* Prepare a change case study and develop an action plan for achieving successful change
* Serve as an organizational change agent

*Dates:* March 20 – 21, 2013

*Application Deadline:* February 20, 2013

*Location: Houston, TX*

*Costs:* $2,500 USD

*Contact Number:* 713.348.6060

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### **Thinking Strategically**

<http://business.rice.edu/OpenEnrollmentPrograms/>

Perhaps the most significant impact leaders can have on organizations is through their ability to think strategically. This is a substantially different activity than building a strategy. The strategic thinker is capable of the following, and thus these will form the elements of the module:

* Easily sift through data and identify critical information
* Develop, adopt or accept a desired future end-state
* Identify key information requirements, resources and decision points along the path to reaching the end state
* Balance the big picture awareness with tactical level understanding and details
* Develop, maintain and adjust mental simulations that continually assess the elements above

*Dates:* April 10 – 11, 2013

*Application Deadline:* March 10, 2013

*Location: Houston, TX*

*Costs:* $2,500 USD

*Contact Number:* 713.348.6060

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### **Strategic Decision Making and Critical Reasoning**

<http://business.rice.edu/OpenEnrollmentPrograms/>

Are you a good decision maker? A recent 2008 study of global firms by McKinsey concluded: “Individual and group psychology can cause irrational decision making by both individuals and organizations, resulting in less than ideal outcomes. Even the best-designed strategic planning processes don’t always lead to optimal decisions.” Improved technical mastery of a discipline (e.g., finance, engineering, geology, etc.) does not improve your competence in strategic decision making. However, career success is intricately linked to competence in strategic decision making.  
  
“Strategic Decision Making & Critical Reasoning” is a leadership program designed to enhance your ability to understand your decision-making process and enhance your strategic decision-making skills in your personal and professional life.   
  
**Course objectives**:

* Enhance your capability to frame, structure, and analyze decision opportunities from a strategic point of view
* Sensitize you to the business and behavioral aspects of the decision process
* Confirmation bias, loss aversion, emotional intelligence, availability heuristic, sunk-cost, etc.
* Help you to examine and address the different issues in influencing and motivating people for successful decision implementation
* Group think, common information bias, functional bias, listening impairment
* Develop your decision skills through in-depth coaching of a decision in which you are currently involved

*Dates:* March 12-13, 2013

*Application Deadline:* TBD

*Location: Houston, TX*

*Costs:* $2,500 USD

*Contact Number:* 713.348.6060

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## Rollins College

### Creative Strategy Development and Execution

<http://www.rollins.edu/execed/evening-workshops/creative-strategy-development-and-execution/index.html>

The idea that only “ivory tower” types in firms have to understand organizational strategy is *so 1980s thinking!!* In 2011, we all play a part in firm success – nobody can hide from it. No matter what industry and market you’re in – public or private sector, physical product manufacturer or service provider, business-to business or business-to consumer market – it’s not just the boardroom and c-suite people at the top that have a role in strategy success. *Everybody* has a role to play in strategy, and everybody had better be able to make their needed contribution!

The more all organization members understand about *creative* strategy development and execution the better the performance of the firm. Thus, this two-session workshop is appropriate for organization members *at all levels*. The word “creative” is critical, since it takes creativity to be successful in business today. This two-part workshop provides participants a lively and engaging “deep dive” into contemporary best practices in strategy development and execution. You will leave better-able to contribute to the success of your firm and your unit.

*Date:* March 12, 2013 and March 19, 2013 (6:30pm-9:30pm)

*Location:* Rollins College, Winter Park, FL

*Fee:* $375 per person

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## Rosemont College Online

### Certificate in Leadership Program

<http://online.rosemont.edu/programs/graduate-certificate-in-leadership-studies/>

The certificate in Leadership Studies equips students with the knowledge, skills, experiences, attitudes, perspectives, and tools necessary to understand the broad-based concepts associated with leadership in a variety of individual, organizational, and community settings in an ever changing, pluralistic, global society.

This Leadership Studies Certificate provides a sound, advanced level grounding in leadership theory, leadership research, and the skill sets required to work effectively in multiple contexts. It requires 15 credit hours of specific graduate level leadership courses offered in an accelerated format. This program draws professionals from non-profit, corporate, and civic sectors. It is an especially attractive option for those seeking additional education in leadership skills but who are currently unable to commit to a full degree program. Students will increase their knowledge of the history of leadership Studies with the exploration of the theories of leadership and the nature of followership. In addition, the program encourages self-awareness as a Leader, Reflective Professional Practice, and Social Responsibility.

The certificate’s primary objective is to develop hands-on skills to help you do your job better. The program curriculum will continue to evolve in response to the changing roles and responsibilities confronting administrators striving for a position in leadership or those holding positions of leadership responsibility. The certificate requires the completion of 15 credit hours (5 courses), all courses will be offered in a 7 week accelerated format, and the certificate can be completed within 6 to 9 months.

*Dates*: Six starts each year: January, March, May, July, August, October

*Location:* Entire program is online. The main campus of the College is located in Rosemont, PA.

*Cost:* $615 per credit hour plus a $35 per credit hour general fee.

*Apply:* To apply online, [Click here](https://iway.rosemont.edu/ICS/Admissions/Apply_Online.jnz?portlet=Apply_Online_2.0&_portletview_=true)

**For more information on this program, please contact: 1-888-2-Rosemont or 610-526-2966, or go to** <http://online.rosemont.edu/>

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### Master of Science in Leadership Program

<http://online.rosemont.edu/programs/master-of-science-in-leadership/>

Rosemont’s MSL Program takes great pride in meeting the needs of our students by allowing them to choose from an online or on ground delivery format. Our faculty are expert practitioners who share their real world experiences with students in a collaborative learning environment.

The online MSL is in an accelerated format in that each course last seven weeks, 33 credits in total, and students can complete the degree requirement in less than 24 months (18 months on average). There are generally no prerequisites to course selection except that the thesis is completed at the end of the program. In addition, the 33 credits are made up of 11 defined courses so there are no electives within the program.

Rosemont’s Master of Science in Leadership Degree is designed for current and aspiring leaders who want to be at the forefront of organizational and societal change. The program focuses on innovation, change management, and leadership development. The coursework emphasizes the practical application of ethical leadership concepts and skills, critical thinking, organization innovation, decision making, and creative problem solving. The Rosemont MSL degree gives you a competitive edge by ensuring your education and skills are relevant and up to date with innovative leadership practices.

The Rosemont MSL program is designed to enable its graduates to:

* Acquire fundamental leadership skills to become more effective within an organization.
* Learn multiple facets of organization behavior in the context of leadership theory and practice.
* Learn theories of leadership within personal and professional contexts.
* Learn management theory through leadership and the human application within organizations.

Students in the Rosemont MSL Program will learn:

* The fundamentals of ethical leadership and decision making.
* How to communicate and lead in a culturally diverse environment at the organizational levels.
* How to lead change for innovation and alignment.
* Best practices in communicating across cultures and across generations.
* How to best use technology to improve organizational effectiveness.
* The fundamentals of operating a business in a global economy.
* How to best leverage Human Capital as a tool to foster knowledge transfer.
* How to develop and implement strategist planning models.

*Dates*: Six starts each year: January, March, May, July, August, October

*Location:* Entire program is online. The College’s main campus is located in Rosemont, PA.

*Cost:* $615 per credit hour plus a $35 per credit hour general fee.

*Apply:* To apply online, [Click here](https://iway.rosemont.edu/ICS/Admissions/Apply_Online.jnz?portlet=Apply_Online_2.0&_portletview_=true)

**For more information on this program, please contact: 1-888-2-Rosemont or 610-526-2966, or go to** <http://online.rosemont.edu/>

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## Rutgers University

### Building Your Business Case

<http://execed.rutgers.edu/building-your-business-case-how-to-get-your-projects-and-ideas-approved/>

As a technical leader, program manager, product manager or new idea generator, your ideas and insights are critical to your organization’s success. This course can provide you with the advanced tools, knowledge and insight to empower you to successfully participate in senior-level discussions and effectively move your innovative ideas from concept to market.

Learners will leave class with a cadre of new tools and be better prepared to participate in decisions that shape the future direction of innovation at your organization and drive your personal sense of engagement and satisfaction.

The program format is designed to include practical exercises, case studies and group discussion in order to allow participants to practice new skills and be ready to implement them immediately.

**Table of Contents**

-Understanding the Perspective of Your Decision-makers

-Evaluating Your Idea: Sustaining or Disruptive Innovation

-Defining Market Opportunities

-Implementation Considerations

-Strategies to Develop Competitive Advantages

-Driving Shareholder Value

-Interpreting and Considering the Related Financial Results

-Maximizing New Venture Returns

-Establishing the Criteria for Success

-Building a Business Case for the Concept

-Using Financial Models to Support Your Concept

-Presenting Your Case to your Decision-makers

*Dates*: April 24-25, 2013, November 6-7, 2013

*Location*: Princeton, NJ

*Costs*: $1,850- includes instruction, materials, continental breakfast, lunch, and refreshments.

To register or obtain more information: Call 856.225.6685 or email execed@camden.rutgers.edu

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### Surviving and Thriving in a Changing Environment

<http://execed.rutgers.edu/change-mgmt/>

Communicating and leading change is vital to every manager’s role. But, it is the ability to remain confident and engage with change in an empowering and inspiring way that will help influence other’s perception of the process that will set you apart from any leader. This 1-day program explores the skills necessary to sustain change by focusing on the areas of emotional intelligence, persuasion and influence, and application of proven change management models.

**Benefits**

* Develop a proactive and skilled approach to maintaining focus and effectiveness during personal, departmental, team-based, and organizational changes
* Recognize the opportunities presented by change and learn how to take advantage of them
* Leverage your own strengths during change to become a source of stability for others
* Examine recognized change model methodologies, by such authors as Bridges and Kotter, and learn to apply them

*Dates*: June 12, 2013, December 4, 2013

*Location*: Philadelphia, PA

*Costs*: $795 (Includes instruction, materials, continental breakfast, lunch, refreshments and parking.)

To register or obtain more information: Call 856.225.6685 or email execed@camden.rutgers.edu

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### 7.5 Key Strategies for Effective Supervision

<http://execed.rutgers.edu/supervision/>

This course can help develop the toolbox that all supervisors and team leaders need to effectively manage people in the workplace. This two-day program can sharpen the skills of existing supervisors as well as develop the required skills for those making the transition to supervising others.

The program format is designed to include practical exercises, case studies and group discussion in order to allow participants to practice new skills and be ready to implement them immediately.

**Table of Contents**

-Effectively Making the Transition to Supervisor

-Defining the Role of the Supervisor

-Effective Team Communications

-Developing Employees and Team Members

-Delegating with Clarity, Fairness and Authority

-Supervising in a Changing Environment

-Sharpen your Personal Effectiveness

*Dates*: March 5 and 6, 2013; September 24 and 25, 2013

*Location*: Cherry Hill, NJ

*Investment*: $1,850 (Includes instruction, materials, continental breakfast, lunch, and refreshments)

To register or obtain more information: Call 856.225.6685 or email execed@camden.rutgers.edu

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## Seton Hall University

### Master of Arts in Strategic Communication and Leadership (MASCL)

[www.shu.edu/go/mascl](http://www.shu.edu/academics/artsci/ma-communication-online/index.cfm)

MASCL is an accelerated graduate program focusing on the softer but crucial skills of leadership, communication, and change management. MASCL deploys an innovative graduate experience using a cohort model. The program draws a diverse student mix from business, non-profit, government and military personnel. The MASCL program emphasizes professional teamwork, the same kind of teamwork that is integral to any career. This approach creates a tightly-knit community of learners and a rich learning experience through intensive interactions with classmates and faculty.

A serious program for serious learners, it is designed with a “learn it and apply it.” MASCL provides highly motivated mid-career professionals with the opportunity to strengthen and enhance their skills as they complete 36 credits over 18 months. Students have referred to MASCL as the “MBA without the numbers.” One student remarked that "an MBA is about management, while MASCL is about leadership." **GRE or GMAT is not required**.

*Program Dates:* March, September, 2013 *Application Deadline:* Dec 31 for March, May 30 for Sept

*Location:* NJ or online *Costs:* $37,188 ($1,033 pre credit)

*Contact Number:* 973.761.9490

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### Professional Certificates

Seton Hall offers six Professional Certificates either as part of a Masters degree or on a standalone basis. Each certificate is comprised of four courses or 12 credits.

Our **Graduate Communication Professional Certificates** allow our students to pursue specialized graduate education in pertinent communication and leadership areas of interest. Students are able to study communication and leadership skills that will enhance their professional capabilities and expand their knowledge and experiences. Students are able to apply the skills and knowledge they develop through the program courses both during and immediately after completion. Students will earn a professional certificate upon completion and, if they choose, apply the 12 credits towards the full master's degree in Strategic Communication.

**Communication and Leadership Professional Certificates (On campus or Online)**

**Strategic Communication and Leadership:** Managerial Communication, Strategic Organizational Communication, Multiculturalism and Leadership and Crisis Communication

**Intercultural Communication**: Multiculturalism and Leadership, Cross Cultural Communication, Independent Study - Diversity and Globalization and Communication Ethics  
 **Organizational Communication** : Organizational Communication, Writing for the Organization, Effective Presentations and Employee Relations and Communication  
  
**International Communication**: Multiculturalism and Leadership, Cross Cultural Communication, International Business Communication and Independent Study - Diversity and Globalization  
  
**Strategic Communication Planning**: Organizational Communication, Managerial Communication, Strategic Organizational Communication and Independent Study  - Communication Planning

**Public Relations:** Writing for the Organization and the Client, Media Relations, Events Management and Public Relations: Cases and Practical Applications

*Courses*:For course descriptions, [click here](http://www.shu.edu/academics/upload/SETON_HALL_2012-13_GRADUATE_CATALOGUE.pdf#page=3)*.*

*Dates*: Jan 2013, May 2013 or Sept 2013

*Location:* Seton Hall University (New Jersey)

*Costs:* $1,033 per credit

*Apply:* To apply online, [Apply](http://www.shu.edu/academics/artsci/apply-graduate.cfm) here.

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## St. John Fisher College

The Education Doctorate (Ed.D.) in Executive Leadership at St. John Fisher College is administered by the Ralph C. Wilson, Jr. School of Education (SoE). The program provides candidates with an opportunity to develop the critical leadership skills and knowledge that are required in today’s increasingly complex, diverse, and information-driven organizations. This unique and rigorous education program in executive leadership was developed to provide an attractive and viable alternative to “traditional” doctoral programs in educational leadership. As an alternative doctoral model, the program is designed to:

* Provide executives and senior managers with an advanced curriculum that focuses on relevant and current topics and issues in executive leadership.
* Focus on the core leadership competencies, dispositions, and applied research that executives and senior managers need to be effective in various organizational settings.
* Provide opportunities for candidates to focus their dissertation on actual problems in their organization, making the dissertation relevant and practical, and thereby encouraging organizational support.
* Provide candidates with access to a network of successful executives and organizations to support their intellectual, professional, and career development.

### Doctorate in Education: Executive Leadership (Ed.D.)

<http://www3.sjfc.edu/academics/education/departments/edd/>

The Ed.D. Program in Executive Leadership is based on an accelerated, cohort-paced model designed around a rigorous multidisciplinary program of study in executive leadership. Classes meet year-round in an alternate weekend format. Courses are offered sequentially, organized by topical themes, and aligned with New York State, national, and institutional standards.

Candidates will be organized into teams to develop and complete group projects. Readings will be assigned prior to each class with the expectation that candidates will come prepared to discuss the related subject matter. The field experiences are aligned with coursework to support the integration of theory and practice.

The program will include professional development opportunities and seminars conducted by local, state, and national experts in the field of leadership. In addition, technology will be used to support research, class presentations, course assignments, and other aspects of teaching and learning.

Each summer a new cohort of approximately 20 candidates will begin with an anticipated start date of May 15. Candidates admitted to the program will be required to register for six credits for the summer session, nine credits for the fall semester, and nine credits for the spring semester.

***Courses*:** For course descriptions [click here](http://catalog.sjfc.edu/graduate/2012-2013/academic-programs/program_courses.dot?id=757ebd09-d2bc-4e7d-affd-e9860d7775b4&schoolid=757ebd09-d2bc-4e7d-affd-e9860d7775b4)

***Dates*:** The next cohort begins May 2013.

***Two Locations:***

* *St. John Fisher College in Rochester, NY*
* *The College of New Rochelle’s Westchester Campus in New Rochelle, NY (Extension Site)*

***Cost:***$1,125 per credit

***Apply:***To apply online for the Summer 2013 Cohort [click here](http://www.sjfc.edu/admissions/graduate). Applications are due March 1, 2013.

**For more information on this program, please contact: 585-899-3852 or go to** [click here](http://www3.sjfc.edu/academics/education/departments/edd/)

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### Doctoral Studies Seminar

This course provides candidates with an orientation to the program and the expectations and requirements for doctoral-level study. Candidates will refine their library research, concept development, and academic writing skills. Candidates will be exposed to doctoral-level research and various processes for developing research topics, conceptual frameworks, research ideas, and problem statements relevant to professional practice. Through reading, literature review, class discussion, reflection, and advisement, candidates will develop time management plans and other projects to guide the development of their field experiences and dissertation.

***Dates*:** May 17 – August 24, 2013

***Application Deadline:*** March 1, 2013

***Two Locations:***

* St. John Fisher College in Rochester, NY
* The College of New Rochelle’s Westchester Campus in New Rochelle, NY (Extension Site)

***Cost:***$1,125 per credit (subject to change)

***Contact Number*:** 585-899-3852

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### Contemporary Issues Exec Leader

This course examines leadership theory in both historical and philosophical contexts. Candidates will explore major social, political, and cultural influences on the development of leadership theory and the impact of those influences on the practice of leadership. Candidates will analyze the various leadership theories in relation to their applicability to emerging needs of organizations in the 21st century. Candidates will identify a current issue/problem in an organization and construct a personal leadership theory and vision designed to advance a learning and service-centered organizational model.

***Dates*:** May 17 – August 24, 2013

***Application Deadline:*** March 1, 2013

***Two Locations:***

* St. John Fisher College in Rochester, NY
* The College of New Rochelle’s Westchester Campus in New Rochelle, NY (Extension Site)

***Cost:***$1,125 per credit (subject to change)

***Contact Number*:** 585-899-3852

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### Research Methods & Design

This course is designed to provide candidates with an understanding of relevant research approaches in education, health, business, and other human service practices to inform decision-making and support organizational change. The course will provide an overview of research paradigms, the identification of researchable problems, and broadly survey research methods, including qualitative, quantitative, and mixed methods approaches. In doing so, the course will explore issues around research ethics and consider the importance of ethics. Additionally, the course will explore how research literatures function as distinct genres with explicit and implicit codes of understanding. Candidates will share their developing understanding of research through oral presentations and literature reviews.

***Dates*:** September 6 – December 7, 2013

***Application Deadline:*** March 1, 2013

***Two Locations:***

* St. John Fisher College in Rochester, NY
* The College of New Rochelle’s Westchester Campus in New Rochelle, NY (Extension Site)

***Cost:***$1,125 per credit (subject to change)

***Contact Number*:** 585-899-3852

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### Leadership & Cultural Change

Candidates will examine firsthand the strategies used by successful executive leaders in various organizational settings to effect organizational and cultural change. Candidates will review the strategies in the context of applicable research, methodologies, best practice, and real-world cases. Candidates will focus on the skills, knowledge, and dispositions required to build organizational leadership, capacity, coherence, and intelligence essential to the growth and long-term success of human systems.

***Dates*:** September 6 – December 7, 2013

***Application Deadline:*** March 1, 2013

***Two Locations:***

* St. John Fisher College in Rochester, NY
* The College of New Rochelle’s Westchester Campus in New Rochelle, NY (Extension Site)

***Cost:***$1,125 per credit (subject to change)

***Contact Number*:** 585-899-3852

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### Field Experience I

Candidates will work with an executive mentor to develop a Field Experience Proposal that integrates the major themes and learning outcomes in DEXL 703 and 704, engages candidates in a practicum in an organizational setting, and supports achievement of the related dissertation milestone. Proposals must include the goals, objectives, and rationale for the experience; a description of the relationship between the proposal objectives and course learning outcomes; a list and schedule of the major activities that will result in a minimum of 50 documented field hours; and identification of the leadership standards to be addressed. The experience will culminate in a final written report, developed by each candidate, describing the experience, the outcomes achieved, and the standards met. The Field Experience Proposal must be approved by the executive mentor and instructor of record.

***Dates*:** September 6 – December 7, 2013

***Application Deadline:*** March 1, 2013

***Two Locations:***

* St. John Fisher College in Rochester, NY
* The College of New Rochelle’s Westchester Campus in New Rochelle, NY (Extension Site)

***Cost:***$1,125 per credit (subject to change)

***Contact Number*:** 585-899-3852

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### Applied & Action Research

This course explores action research and the associated theories, methodologies, and practices that have been used by successful transformational leaders to achieve organizational change. Candidates will examine the basic tenets of action research, including action research and organizational improvement models; the components of a literature review; strategies for organizational data collection, analysis, and interpretation. The course will also describe skills pertinent to identifying organizational problems and strategies for improvement through systematic inquiry and reflection. The course also explores the identification and application of a theory in relation to each candidate's research problem.

***Dates*:** January 17 – April 26, 2014

***Application Deadline:*** March 1, 2013

***Two Locations:***

* St. John Fisher College in Rochester, NY
* The College of New Rochelle’s Westchester Campus in New Rochelle, NY (Extension Site)

***Cost:***$1,125 per credit (subject to change)

***Contact Number*:** 585-899-3852

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### Quality & Quantity Methods

This course provides an overview of qualitative and quantitative research methods including their history, traditions, conceptual frameworks, and justifications. Candidates will examine the two approaches to determine distinctions, similarities, practical utility, and problems in the collecting, managing, analyzing, and reporting of qualitative and quantitative data. Candidates also will focus on the distinction between data and evidence, the technical approaches and applications used to determine data validity and reliability, and the substantiating of evidence within the context of research and organizational outcomes. The course project will be aligned with the requirements for Part I of the Comprehensive Exam.

***Dates*:** January 17 – April 26, 2014

***Application Deadline:*** March 1, 2013

***Two Locations:***

* St. John Fisher College in Rochester, NY
* The College of New Rochelle’s Westchester Campus in New Rochelle, NY (Extension Site)

***Cost:***$1,125 per credit (subject to change)

***Contact Number*:** 585-899-3852

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### Public & Human Relations

This course examines public and human relations in the context of various private and non-profit organizations using a case study method. The course will have a particular focus on the relationship between community organizations serving children and families. Candidates will examine the potential use of public and human relation strategies to improve connections between education and healthcare, social services, business, and other public and human service sectors. The course will also expose candidates to effective leadership strategies and best practices designed to improve organizational performance. Topics will include internal and external communications; partnerships with diverse organizations and audiences; strategic planning and marketing communications; crisis communication and management; media and public relations; public imaging; creative leadership; and public relations research and evaluation.

***Dates*:** May 16 – August 23, 2014

***Application Deadline:*** March 1, 2013

***Two Locations:***

* St. John Fisher College in Rochester, NY
* The College of New Rochelle’s Westchester Campus in New Rochelle, NY (Extension Site)

***Cost:***$1,125 per credit (subject to change)

***Contact Number*:** 585-899-3852

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### Assessing, Evaluating & Organizational Improvement

This course introduces candidates to the field of program evaluation. Candidates will review evaluation approaches; examine political and interpersonal relationships with key stakeholders; study methods of data collection and analysis; and review strategies for reporting results. The course also explores the nature of the relationship between an organization's vision, mission, and goals; strategic planning process; and specific program outcome measures. The course project will be aligned with the requirements for Part II of the Comprehensive Exam.

***Dates*:** May 16 – August 23, 2014

***Application Deadline:*** March 1, 2013

***Two Locations:***

* St. John Fisher College in Rochester, NY
* The College of New Rochelle’s Westchester Campus in New Rochelle, NY (Extension Site)

***Cost:***$1,125 per credit (subject to change)

***Contact Number*:** 585-899-3852

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### HR Development & Continuous Improvement

This course examines key theories, systems, contemporary issues and innovative practices in human resource development and performance. The course will explore these various elements through a human capital strategy that focuses on leadership, organizational culture and continuous organizational improvement. Candidates will identify and analyze complex problems and issues in various organizational settings, and the implications for continuous improvement within a human capital framework. Candidates also will apply various aspects of human resource development and human capital strategies within the context of applicable research, methodologies, best practice, and real-world cases.

***Dates*:** Spring 2015 (TBD)

***Application Deadline:*** March 1, 2013

***Two Locations:***

* St. John Fisher College in Rochester, NY
* The College of New Rochelle’s Westchester Campus in New Rochelle, NY (Extension Site)

***Cost:***$1,125 per credit (subject to change)

***Contact Number*:** 585-899-3852

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## St. Joseph’s University

### Organization Dynamics and Leadership

<http://online.sju.edu/programs/online-masters-degree-leadership.asp>

The Organization Dynamics and Leadership Concentration is part of the Organization Development and Leadership Masters of Science and Certificate programs at Saint Joseph’s University. The curriculum focuses on the human side of business. The courses are innovative, experiential and practical and the degree offers the rigor of an MBA with a focus on building leadership skills and understanding organizational change. Through this interdisciplinary program, you will learn to successfully navigate today's complex organizations by communicating your vision, developing leadership in others, and leading sustainable change. You'll learn to challenge yourself and inspire others. The Organizational Dynamics and Leadership program is specifically designed to enhance the capability of project managers, government officials, supervisors, military officers, human resources administrators, and middle management by cultivating their ability to lead. It is designed for busy professionals who have clear understandings of their educational objectives and who want to earn their master's degree or certificate without interrupting their careers. This program is an ideal option for people who have some work experience; and, is an ideal second degree for those who already have an MBA or Master's in another field and want to explore more about the human side of organizations.

For more information on this program, contact Felice Tilin, Ph.D., Director, Graduate Organization Development and Leadership at [ftilin@sju.edu](mailto:ftilin@sju.edu) or 610-660-1575; or, call (866) 758-7670 to speak with an Online admissions representative right away, or click [here](http://www.sju.edu/academics/cas/grad/odl/curriculum/coursedescriptions.html)

*Courses online:*Fortheonline program click here <http://online.sju.edu/programs/online-masters-degree-leadership.asp>

*Dates*: Rolling

*Location*: St. Joseph’s University, Philadelphia, PA 19131, or online

*Cost*: $752 per credit hour

*Application*: Applications are accepted on a rolling basis. To apply online, please click [here](http://www.sju.edu/academics/cas/grad/odl/curriculum/coursedescriptions.html).

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## Seattle University

### The Executive Leadership Program

<http://www.seattleu.edu/albers/executiveeducation/ELP/>

The Executive Leadership Program (ELP) is a highly-respected, graduate-level certificate program in its thirteenth year. The curriculum is carefully integrated to provide an intensive exploration of leadership and its personal meaning in each participant’s life. The outcome of the program is a deeper knowledge of leadership, greater confidence, and a keen awareness of the values that guide executive decisions.

ELP broadens leaders’ perspectives through multi-disciplinary and multi-industry exposure, as well as from coursework, reflection, and rigorous application. The ELP program is particularly well-suited for individuals who already hold an MBA or other graduate degree or those who may not be able to pursue one at this time.

ELP is an 8-month cohort program encompassing 20 credits over 2 quarters. The program complements executive schedules with courses offered in compact, 3-day modules.

*Program Dates:* Aug. 2013-March 2014, exact dates TBD

*Application Deadline:* May 15, 2013

*Program Tuition:* $$13,600 per quarter \*tuition may be higher or lower based on University approval in February, 2013.

*Contact Number:* 206.296.2529

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### Health Leadership Executive MBA

<http://www.seattleu.edu/albers/executiveeducation/HLEMBA/>

The Health Leadership Executive MBA broadens leaders' perspectives through multi-disciplinary and multi-industry exposure, as well as from coursework, reflection, rigorous application, and dedicated one-on-one executive coaching. Participants leverage faculty expertise and the mindshare of their classmates in a cohort-based classroom setting, and the resulting impact is immediate, profound, and sustainable.

The HLEMBA program is designed for mid- to senior-level individuals in the industry looking to make a significant leadership impact. Clinical professionals transitioning to leadership roles are encouraged to apply. Ideal candidates will have a minimum of 10 years of professional experience; seven (7) of which in management i.e. people, projects, budget, etc.

*Dates:* Aug. 2013-Spring 2015, exact dates TBD

*Application Deadline:* May 15, 2013

*Cost:* $$13,600 per quarter \*tuition may be higher or lower based on University approval in Feb., 2013.

*Contact Number:* 206.296.2529

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### Leadership Executive MBA

<http://www.seattleu.edu/albers/executiveeducation/LEMBA.aspx>

The Leadership Executive MBA (LEMBA) maximizes core business expertise, executive leadership and social responsibility - because when leaders use their sharpened business acumen for the greater good, the result is both a better bottom line and a better world.

Specifically designed for mid- to senior-level professionals, the compressed schedule allows LEMBA students to graduate in only six academic quarters. Classes meet once a month in compact, 3-day modules. The Leadership Executive MBA broadens leaders’ perspectives through multi-disciplinary and multi-industry exposure, as well as from coursework, reflection, rigorous application, and dedicated one-on-one executive coaching. Participants leverage faculty expertise and the mindshare of their classmates in a cohort-based classroom setting, and the resulting impact is immediate, profound, and sustainable.

*Dates:* Aug. 2013-Spring 2015, exact dates TBD

*Application Deadline:* May 15, 2013

*Cost:* $$13,600 per quarter \*tuition may be higher or lower based on University approval in Feb., 2013.

*Contact Number:* 206.296.2529

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### Leading with Dignity: Advanced Development

<http://www.seattleu.edu/albers/inner.aspx?id=23162&linkidentifier=id&itemid=23162>

Leading with Dignity is an intensive, residential program for mid- to senior-level managers who have been tapped for advancement and growth. The course is offered in a retreat format and emphasizes skills in leading and influencing others. Experienced managers will develop advanced leadership skills to immediately implement at an organizational level. The program includes a combination of expert instruction, proven curriculum, comprehensive peer- and self-assessment tools, dedicated one-on-one executive coaching, and a classroom focus on values and integrity. Course professors are drawn from the Albers School of Business and most of them teach in our nationally-ranked Leadership Executive MBA.

Day One: The Platform of Leadership

Day Two: Enhancing Leader Influence

Day Three: Mastering Leadership Skills & Making Tomorrow Better

*Dates:* April 17-20, 2013

*Location:* Seattle University

Cost: \*$3,900 plus accommodations \*Cost subject to increase each year. Discounts available for 3 or more employees from an organization or for non-profit and government organizations.

**Contact Number: (206) 296-2529**

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## Southern Methodist University

<http://www.cox.smu.edu/web/executive-education/professional-development-programs>

SMU Cox Executive Education is here with in-depth, hands-on professional development programs to assist first-line leader seeking enhanced knowledge and skills, a mid-level manager empowering employees to achieve better results or high-potential executive facing tough operational challenges. We’ve designed each professional development program to bring you and your company immediate and lasting impact, outstanding value, dynamic content in a flexible, high-performing learning environment.

We offer professional development programs of varying depth, length and format. Choose the one that fits your needs the best—then prepare to open your mind to new ways of thinking about business. In every professional development program, you’ll experience the excitement of innovative ideas and interactive learning approaches. You’ll make powerful connections and gain fresh insights you can put to work immediately.

SMU Cox Executive Education is committed to helping you and your business succeed with leading-edge content that gives you an immediate edge through our professional development programs.

If you want to meet your career challenges head on, we’ve created a course for you. If you want to learn to grow with leaders from the world’s top businesses, we’ve opened the door. If you want your organization to evolve faster and smarter, our corporate services bring you the expertise and energy of our faculty and expansive practitioner network when and where you need them.

We’ll meet with you to define your current situation, identify needs and chart measures of success. Then we’ll develop targeted solutions that are right for you and your business.

### Certificate in Leadership

<http://www.cox.smu.edu/web/executive-education/certficate-in-leadership>

Today’s successful leaders are broad thinkers with a global perspective that extends far beyond their own self-interest. In 10 challenging sessions, this dynamic course for mid-level and experienced leaders will transform your leadership vision and approach from the inside out. You’ll master the nuances and challenges of assembling and managing external teams. You’ll develop your own personal style of authentic leadership that enables you to coach others, nurture talent and lead change across organizations and multigenerational teams. You’ll learn how to maximize your company’s most valuable, volatile asset—human capital—and strengthen your skills in strategic thinking that looks beyond the crisis of the hour.

*Program Dates*: February 26 – April 30, 2013

*Program Location*: Dallas, TX

*Program Tuition*: $3,695

*Contact Number*: 214-768-3335

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### Global Enterprise Leadership in the Energy Industry

<http://www.cox.smu.edu/web/executive-education/seminar-for-senior-managers-in-the-energy-industry>

Replacing the Seminar for Senior Executives in the Energy Industry, this exciting new program is designed for current and emerging leaders whose authority and decisions shape their enterprises.

Designed for current and emerging leaders whose decisions and authority shape their enterprises, this dynamic new program will help you shape a global vision and the skills to achieve it. Sessions will feature breakthrough insights on key issues from world recognized thought leaders and expert faculty from SMU Cox and other top-ranked business schools. Research-based content will expose you to the latest approaches in strategy development, financial management, leadership and communication. In three days, you'll develop a richer understanding of the world and your industry, enhanced skills for higher levels of responsibility and an expanded network of senior-level peers.

*Program Dates*: May 14-16, 2013

*Program Location*: Dallas, TX

*Program Tuition*: $5,995

*Contact Number*: 214-768-3335

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### Strategic Leadership Skills in the Oil and Gas Industry

<http://www.cox.smu.edu/web/executive-education/strategic-leadership-skills>

Research has shown that effective leaders have developed a pattern of success based on critical competencies that have been honed throughout their careers. In this program, you’ll be exposed to highly creative faculty who will give you the tools to think and work differently as you move through the leadership roles and challenges of the oil and gas industry for the next decade.

*Program Dates*: April 15-19, 2013

*Program Location*: Dallas, TX

*Program Tuition*: $6,750

*Contact Number*: 214-768-3335

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## Stanford University

### Stanford Executive Program

<http://www.gsb.stanford.edu/exed/sep/>

Established in 1952, the Stanford Executive Program is the flagship executive program offered by the Stanford Graduate School of Business. Taught by more than 30 Stanford faculty members, this six-week program features a general management curriculum that is customized to the needs of senior executives working in global companies, government agencies, and nonprofit organizations.

The purpose of the Stanford Executive Program is to equip senior executives with the knowledge, relationships, and tools necessary to drive results at the highest levels of global management. Participants in the program embark on a comprehensive academic journey that prepares them to successfully navigate the diverse challenges facing top executives in today's dynamic global marketplace.

Residing together on the Stanford University campus, participants in the Stanford Executive Program immerse themselves in a curriculum that examines the economic, political, social, and ethical demands of top leadership. While pursuing studies with peer executives from around the world, participants are inspired by the diverse cultures and new friendships that define the Stanford experience.

The Stanford Executive Program offers four primary benefits to participants:

* Broaden your expertise
* Refresh your knowledge
* Map your direction
* Shape your organization's future

*Program Dates: June 23 - August 3, 2013*

*Application Deadline: April 30, 2013*

*Location: Stanford University*

*Cost: $60,500 USD*

*Individual Leadership Skills Development (Optional): $5,800 USD*

*Contact Number: 650.723.3341*

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### [**Executive Leadership Development**: **Analysis to Action**](http://www.gsb.stanford.edu/exed/eld/)

<http://www.gsb.stanford.edu/exed/eld/>

To maintain competitive advantage and sustain success in a fast-changing business environment, organizations must identify, nurture, and prepare the next generation of high-performance leaders for excellence. Executive Leadership Development: Analysis to Action is designed for the emerging leader who will navigate the firm through tomorrow's business challenges.

The program will strengthen participants' analytical tools, management acumen, and interpersonal skills, thereby preparing managers to build effective teams, resolve strategic problems, drive change through the organization, and ultimately get to the next level. The objective is not to follow a specific recipe for leadership development, but rather to learn how to "cook for yourself" by refining a set of personal leadership skills to solve problems independently and to lead with confidence. Participants will leave the program with sharpened analytical skills, a better awareness of how they are perceived as leaders, and a fresh and informed perspective on accomplishing their individual leadership objectives.

*Program Dates: January 13 – 25 and April 14 – 19, 2013 (this is a two-module program)*

*Application Deadline: November 19, 2012*

*Location: Stanford University*

*Cost: $31,000 USD*

*Additional Leadership Coaching (Optional): $3,000 USD*

*Contact Number: 650.723.3341*

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### Executive Program for Women Leaders

<http://www.gsb.stanford.edu/exed/epwl/>

In facing the challenges of managing their careers to maximize professional and personal goals, women often struggle with how to develop their own leadership styles and effectively enhance their power and status within an organization. To reach the highest levels of management, it is essential for women to recognize, understand, and transform common business challenges into career-building opportunities.

Through a rigorous combination of lectures and interactive exercises this unique program allows women executives to explore frameworks and tactics to achieve their goals in dynamic work environments.

*Program Dates: May 5 - 10, 2013*

*Application Deadline: April 5, 2013*

*Location: Stanford University*

*Cost: $10,500 USD*

*Contact Number: 650.723.3341*

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### Executive Program in Strategy and Organization

<http://www.gsb.stanford.edu/exed/epso/index.html>

In the high-stakes game of today's global marketplace, business leaders must successfully navigate a constantly changing and complex environment to ensure that their organization is winning. How do you recognize the unique challenges and opportunities your organization faces and craft strategies to effectively leverage your corporation's competencies? How do you instill your organization with the entrepreneurial and innovative spirit needed to continuously evolve and sustain competitive advantage? This program will enable you to resolve the challenges you face each day and ultimately finish the game with the winning hand.

The Executive Program in Strategy and Organization enables executives to apply the results of pioneering multidisciplinary research in strategic management and organizational theory to their specific business situations. Participants explore how their own organization's competencies and shortcomings translate into strategic challenges and opportunities and come away with the skills necessary to build appropriate action plans.

*Program Dates: July 14 - 26, 2013*

*Application Deadline: June 3, 2013  
Location: Stanford University*

*Cost: $22,000 USD*

*Contact Number: 650.723.3341*

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### Leading Change and Organizational Renewal

<http://www.gsb.stanford.edu/exed/lcor/index.html>

To maintain its competitive edge, your organization must be able to anticipate foreseeable changes and effectively react to those thrust upon it by market forces. Leveraging the latest research in organizational behavior and performance, this program gives you real-world examples of how to overcome barriers to strategic change and teaches you how to promote innovation and change throughout your organization without sacrificing short-term goals.

Leading Change and Organizational Renewal emphasizes learning in action and provides tools, time, and structure for participants to apply the learning to their own business situations. Directed by senior faculty from both the Stanford Graduate School of Business and Harvard Business School, this program represents a unique collaboration between leading researchers and practitioners in the area of organizational change and renewal. Structured workgroups provide high-level participant interaction outside the classroom, with participants giving group presentations at the end of the program.

*Summer Program Dates: June 9-14, 2013*

*Application Deadline: May 13, 2013*

*Fall Program Dates: November 3-8, 2013*

*Application Deadline: October 7, 2013*

*Location: Stanford University*

*Cost: $14,500*

*Contact Number: 650.723.3341*

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The American College

### Master of Science in Management (MSM)

**This Accredited Master’s Degree in Leadership Begins June 17, 2013!**

**Curriculum**

More specialized than an MBA, the Master of Science in Management (MSM) concentrates on the critical needs of leadership within an organization. This specialized graduate degree program covers the core topics of Leading the Organization, Driving Managerial Process and Systems and Leader Development. It will challenge you in the following areas:

• Managing group behavior and conflict • Understanding business law and HR  
• Strengthening strategic leadership and influence • Leading organizational change  
• Driving organizational and crisis containment plans • Respecting ethics and social responsibility

**Structure**

A large portion of your coursework is done outside of class. Students are expected to complete the required readings before class, contribute to the class by explaining how they interpreted the material, then spend time outside of class with their cohort group discussing how they would apply what they have learned to their own practice. Cohort groups are subsets, small groups of 4–5, of your fellow MSM students. You will work with your cohort group throughout the year-long program. You will be evaluated through essay exams, projects, case studies and class participation.

**Program Features**

• **Fast-paced:** make the commitment, and you’ll earn your master’s degree in just 12 months.

• **Practical:** You will be able to apply your coursework to real world scenarios quickly.

• **Respected:** You’ll be taught by experienced instructors from The American College and other leading institutions such as Rutgers University and the Wharton School of Business.

• **Hands-on:** Experience applied learning with two, one-week residences that focus on interactive classroom learning with experienced faculty members and students from various industries.

• **Accommodation:** The remainder of your classes will be provided via scheduled live online sessions, each designed to deliver maximum convenience.

**The MSM Course Schedule**

**Residency I** A week of face-to-face classes held on campus in Bryn Mawr, PA

• Communications and Leadership

• Personal and Interpersonal Leadership Skills

• Leadership Development Experience (Start of your year-long project)

**Webinars** 6-week online courses held Monday evenings

• Classic and Contemporary Leadership Studies

• Dynamic Organizational Leadership

• Law, Compliance, Benefits and Social Responsibility

• Leading Strategy Development

• Decision Making Leadership Skills

**Residency II** A final week of classes held in Bryn Mawr, PA

• Ethics in Leadership

• Management by Leadership

• Leadership Development Experience (Final presentation of your year-long project)

The American College is accredited by the Middle States Commission on Higher Education.

**MSM:** *Program**cost:* $29,870 ($2978 per course) $360 (application fee)

**For more information on this program, please contact: 610-526-1451 or go to**

[TheAmericanCollege.edu/MSM](http://www.theamericancollege.edu/graduate-degrees/msm-executive-leadership)

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### Leadership Development Experience

<http://www.theamericancollege.edu/graduate-degrees/msm-executive-leadership>

A year-long course designed to provide students with skills useful to their current work as it prepares them for greater leadership challenges in the future. It begins in Residency I and ends in Residency II. The leadership methods taught in this project are the best practices employed by top executives in many successful companies to facilitate change and improve performance. Methods will vary for individual projects; specific methods will be recommended to fit students’ work settings.

*Course Dates: June 17, 2013 — June 23, 2014  
Application Deadline: May 1, 2013  
Course Tuition: $2,987 (Price subject to change in 2013)*

*Contact Number: 610-526-1451*

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### Classic and Contemporary Leadership Studies

<http://www.theamericancollege.edu/graduate-degrees/msm-executive-leadership>

Differentiates management skills from leadership skills. It reviews the essential research of the last 100+ years as it describes the traits, style and functions of a leader, as well as situational aspects, team leadership and transformational leadership. The twin aspects of humility and will, which are essential to move from good leadership to great leadership, are discussed. Contemporary issues of leadership as they relate to changes in society are also covered.

*Course Dates: July 8, 2013 — August 12, 2013  
Application Deadline: May 1, 2013  
Course Tuition: $2,987 (Price subject to change in 2013)*

*Contact Number: 610-526-1451*

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### Dynamic Organizational Leadership

<http://www.theamericancollege.edu/graduate-degrees/msm-executive-leadership>

Understanding organizational behavior as a necessary requirement for whole systems in developing organizations is the central content of this course. The course connects the drives of human behavior to group behavior in dealing with learning, stress and conflict and the subsequent impact on an organization’s culture and strategy as they continue to change. Also, it demonstrates the importance of power, influence and politics on human behavior and why it is critical to develop the skills to delegate, motivate, appraise performance and still be flexible and creative. The relationships between individual performance and the environment of the organization are analyzed in depth.

*Course Dates: August 23, 2013 — October 28, 2013  
Application Deadline: May 1, 2013  
Course Tuition: $2,987 (Price subject to change in 2013)*

*Contact Number: 610-526-1451*

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### Law, Compliance, Benefits, & Social Responsibility

<http://www.theamericancollege.edu/graduate-degrees/msm-executive-leadership>

Shows the relationships between law, compliance processes, employee compensation and benefits packages, social responsibility and the success of an organization. Building on the behaviors explored in GS 940, it elaborates on the importance of human resources expertise regarding job analysis, recruitment, selection, compensation, measurement of performance and diversity in leading a successful organization. The course demonstrates the importance of the organization’s compliance with government requirements of fairness at work, and it includes a discussion of contemporary human resource management and leadership principles and practices.

*Course Dates: November 18, 2013 — January 13, 2014  
Application Deadline: May 1, 2013  
Course Tuition: $2,987 (Price subject to change in 2013)*

*Contact Number: 610-526-1451*

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### Leading Strategy Development

<http://www.theamericancollege.edu/graduate-degrees/msm-executive-leadership>

Strategic management is concerned with determining the future direction of an organization and implementing the decisions aimed at achieving the organization’s long-term and short-term objectives. The strategic management process consists of seven major interrelated subprocesses, including the strengths, weaknesses, opportunities and threats (SWOT) analysis approach. The process enables a leader to formulate and implement strategies that accomplish the mission and vision of the organization.

*Course Dates: February 10, 2014 — March 3, 2014  
Application Deadline: May 1, 2013  
Course Tuition: $2,987 (Price subject to change in 2013)*

*Contact Number: 610-526-1451*

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### Decision-Making Leadership Skills

<http://www.theamericancollege.edu/graduate-degrees/msm-executive-leadership>

Examines the individual and collective factors that affect the decisions managers make in their everyday routine at work. The approach is descriptive and prescriptive as it focuses on how managers actually make decisions, as well as how they ought to make them to optimize fulfillment of organizational and personal goals. There are two main sections of the course: the first deals with individual-level processes that influence decisions; the second considers the collective forces that affect managers’ and leaders’ decisions.

*Course Dates: April 14, 2014 — May 19, 2014  
Application Deadline: May 1, 2013  
Course Tuition: $2,987 (Price subject to change in 2013)*

*Contact Number: 610-526-1451*

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### Organizational Change

<http://www.theamericancollege.edu/graduate-degrees/msm-executive-leadership>

The intent of this course is to acquaint students with the complexity of change. Change is a constant process in the modern organization as the level of competition continues to intensify. Change involves the appreciation and understanding of organizational culture, conflict resolution, meticulous communication techniques, and advanced leadership skills (including innovative intelligence and critical thinking). This intensive course will address each of the topics listed above by reviewing some exceptional readings and reinforcing the concepts learned through a series of interactive exercises and activities. Upon completion of this course, students will be better prepared to lead change within their organizations as well as respond to the resistance that generally accompanies change initiatives.

*Course Dates: June 23-27, 2014   
Application Deadline: May 1, 2013  
Course Tuition: $2,987 (Price subject to change in 2013)*

*Contact Number: 610-526-1451*

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## The Ken Blanchard Companies (Private Industry Provider)

### Leading People Through Change®

<http://www.kenblanchard.com/Management_Training_Programs/Leadership/Career_Training_Leadership/Workshop_Public_Leading_Change/>

**Description:** Our research and real-world experience show that people go through predictable stages of concern during change. In addition, most change efforts are unsuccessful for predictable reasons. This predictability allows leaders to be proactive and minimize the risks associated with change. Leading People Through Change teaches leaders how to identify and address the typical concerns that employees raise during a change, and how to use the appropriate change strategy and corresponding behaviors to resolve those concerns. The change strategies presented help leaders proactively address the most common causes of failure in change efforts. The model presented in this program can be applied to all types of change efforts, including mergers and acquisitions, business process reengineering, sales force expansion, and technology implementations.

**Duration:** 2 Days

Objectives

* Positive effects on productivity and morale
* An adaptive environment where change is effectively implemented on an ongoing basis
* More buy-in and less time to achieve the desired performance
* Development of business-wide change leadership capabilities

**Prework:** Change Readiness Survey; Analyze an Unsuccessful Change Worksheet; Excerpts from *Leading at a Higher Level*

**Sustainability/Reinforcement:** Game Plan; Change Leader Handbook; and Action Plan

***Program Dates: San Diego:*** *April 15-16, 2013, September 23-24, 2013*

***Program Tuition****: $1,695.00 USD*

***Contact****: 800.272.3933* [*christine.simmons@kenblanchard.com*](mailto:christine.simmons@kenblanchard.com)

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## University of Arizona

### Leadership for Public Service Professionals

<http://executive.eller.arizona.edu/southwestleadership>

The Southwest Leadership Program addresses many of the complexities, challenges and rewards of leadership as a public servant.

This [five-day program](http://executive.eller.arizona.edu/southwestleadership/schedule.asp) will help you to develop your leadership arsenal, establish professional networks with colleagues in the Southwestern region, and rejuvenate your leadership energies. The program consists of a combination of classroom instruction, guest lectures, group discussions, case studies, and self-directed learning. Hands-on experience applying newly learned skills provides reinforcement of learning concepts and develops competencies beyond typical learning.

Participants earn a Certificate in Management and Organizations from The University of Arizona and return to their public sectors with new skills and insights on a broad range of topics, enabling them to lead more effectively right away.

*Dates*: September 16-20, 2013

*Cost*: $2,000

*Location*: Lodge at Ventana Canyon, Tucson, AZ

**Contact Number: 520.621.3688**

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## University of Arkansas

The Executive Education division within the University of Arkansas’ Walton College of Business offers numerous unique and beneficial opportunities that aim to promote the development of today’s professionals into the capable leaders of tomorrow. The programs offered by Executive Education are designed to provide participants with innovative experiences to enhance abilities in facing a demanding, ever-changing world of business. Distinguished faculty and seasoned-practitioners deliver programs designed to increase the performance of both individuals and organizations. For more information about programs offered through Executive Education at the University of Arkansas, please refer to the following information:

* Walton Emerging Leaders Program
* Managerial Leadership Series
* Certificate in Business Analytics

### Walton Emerging Leaders Program

<http://cmed.uark.edu/emerging.asp>

The Emerging Leaders Program is designed to enhance the leadership skills of professionals by focusing on clarity as the essence of leadership. Our program utilizes an introspective and experiential approach to examine the leadership capacities of individual attendees, increase their ability to develop robust leadership skills and demonstrate greater organizational understanding. Attendees of this nine-day program will learn skills to impact personal and organizational performance and practice those skills within their own organization.

Emerging Leaders is a nine-day program consisting of three three-day sessions. Each session is approximately four weeks apart, allowing time for project development and one-on-one coaching.

Throughout the program, attendees are facilitated in developing their own internal capacities for clarifying strategic organizational issues by participating in team projects, individual assignments, action learning, benchmarking, and personal coaching.

Developed and delivered by both academic faculty and organizational practitioners, this program is designed to guide positive change and create new dimensions of strategic thinking among attendees. Professionals attending this program will return to their organizations after reflecting on and practicing specific competencies associated with successful organizational leadership and resource management.

*Courses*:For course descriptions, [click here](http://execed.uark.edu/emerging.asp%20)

*Dates*: Program occurs over three three-day sessions in the Fall (September-November), and also in the Spring (March-May)

*Location:* University of Arkansas (Fayetteville, AR)

*Cost:* $5,500

*Register:* For registration information, please visit our [website](http://execed.uark.edu/emerging.asp%20)

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### 

### Managerial Leadership

**<http://cmed.uark.edu/200.asp>**

The Managerial Leadership Series is designed to empower managers with the tools necessary to be a more effective and proficient leader. To accommodate the demanding schedules of today's leaders, participants may choose to attend the entire series or attend only one day. This allows for customization of the learning path to meet an individual's specific professional needs. Contact our center to learn which courses might be best for you or to customize your own learning path.

The seven learning modules provide an outline for this program, and include the themes Generations at Work, Developing Capable People, Understanding Emotions in the Workplace, Shaping Work Climate, Performance Management, Ethical Behavior in the Workplace, and Resolving Conflict and Negotiating Effectively.

This program has been developed for the following:

* Team leaders wanting to improve their people management skills
* Supervisors who work with diverse populations
* Managers responsible for the daily objectives of their department
* Administrative supervisors with workgroup responsibilities
* Employees preparing for a people management role

*Courses*:For course descriptions, [click here](http://execed.uark.edu/200.asp)

*Dates*: Program occurs in the Fall (October-November), and also in the Spring (April-May)

*Location:* University of Arkansas (Fayetteville, AR)

*Cost:* $2,400 for the entire series, or $600 per day (includes two learning modules)

*Register:* For registration information, please visit our [website](http://execed.uark.edu/200.asp)

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## University of Buffalo

### Supervisory Skills

<http://mgt.buffalo.edu/executive/noncredit/ss>

The Supervisory Skills Certificate Program is focused on abilities and skills individuals need to be successful in the workplace. Program covers finding, orienting, and retaining the right employee for your organization. Behavioral interviewing, enculturation and employee engagement will also be explored.

#### Topics

* Interpersonal Communication
* How to Launch A Team & Team Orientations
* Dealing With Conflict
* Developing Employees Through Coaching & Mentoring
* Delegation That Creates Ownership
* Personal and Professional Development & Goals
* Situational Leadership II

#### Who Should Attend

Newly promoted first and second level supervisors or managers, experienced managers needing a conceptual framework for formalizing management processes and systems, high potential team members desiring to manage people, and anyone interested in developing or influencing others' performance.

*Dates:* Program offered each spring and fall *Application Deadline:* One week prior to program start *Costs:* $895.00 USD

*Contact Number:* 716-645-3200

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## University of California Berkeley

### Certificate Program in Leadership and Management

<http://extension.berkeley.edu/cert/mgt.html>

Become a more effective leader, manager or supervisor through practical, skill-based learning in the Certificate Program in Leadership and Management. Grounded in the practical aspects of day-to-day management, the curriculum develops knowledge and skills useful to a position of influence, even if you are not in a formal management role. Courses in how to build managerial excellence equip you to better understand the latest principles, strategic concepts, philosophies and advanced applications in management and leadership. The curriculum is overseen by an advisory board of business and education leaders and approved by the University of California, Berkeley, Haas School of Business, ensuring your education is relevant and up-to date. The certificate prepares you to take on higher-level job responsibilities, improves your current managerial performance, helps you develop a big-picture view of management and enables you to communicate more effectively.

This certificate is ideal if you are a midlevel supervisor, manager, executive, human resource professional or leader in a small to medium company. The certificate is also beneficial if you are a career-track individual who desires a supervisory, management or leadership position. The curriculum is also ideal for corporate employees interested in professional development.

*Courses*:For course descriptions, click the above link and then click on individual course titles in the grid under “Courses.”

*Dates*: The Fall 2012 schedule can be found [here](http://extension.berkeley.edu/catalog/leadership.html). The Spring 2013 schedule will be posted to the website on December 3, 2013.

*Location:* UC Berkeley Extension (centers in San Francisco, Berkeley, and Belmont).

*Cost:* Each course is priced individually, and you pay the course fee at the time of enrollment. The certificate has an estimated total cost of $5,245 (not including course materials). Course fees are subject to change.

*Apply:* To register for the program, [click here](https://enroll.unex.berkeley.edu/cgi-bin/cert/cert.cgi?type=a&course=302695).

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### CSR 3.0: Leveraging Sustainability for Strategic Advantage

<http://executive.berkeley.edu/programs/csr-30-leveraging-sustainability-strategic-advantage>

Companies leave value, money and opportunity on the table every day with ineffective CSR. CSR 3.0 helps participants learn to conceptualize, develop, and deliver a business strategy, communications approach, and employee engagement plan that leverages the business value and unrecognized opportunities of corporate responsibility.

Mainstream corporations understand that being socially and environmentally responsible serves as a source of competitive advantage and is integral to long-term success. Corporate responsibility helps companies build customer loyalty, recruit and retain employees, and stand out in a crowded marketplace. However, despite the growing number of Corporate Responsibility success stories, companies continue to struggle with the fundamental challenge of embedding Corporate Responsibility into their day-to-day business strategy.

Corporate responsibility is most effective when it is intimately connected to the corporate brand and strategy, reinforcing a company's unique identity and playing an integral part in the telling of the organization's story. With today's global economic challenges, corporate responsibility is about business innovation and creating competitive advantage — a critical strategy for leading companies.

This two-day leadership program is designed to strengthen senior executives’ efforts to integrate corporate responsibility into their business strategy and branding efforts. Join business leaders and Haas School of Business faculty in hands-on, highly interactive sessions that include corporate responsibility in a shifting world, measuring impact—for the business and beyond, communicating on corporate responsibility, and forecasting the future of Corporate Responsibility.

*Dates:*  TBD

*Location:* UC Berkeley Campus

*Fee:* $2,800

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### Executive Program in Innovation

<http://executive.berkeley.edu/programs/executive-program-innovation>

Grounded in progressive innovation theory and practice, this program teaches you the skills to embrace the complexities of an unpredictable business environment and the acumen to turn new ideas into pioneering products and services. You will take away critical techniques to galvanize opportunity and shape the business landscape in your industry.

Over five days, distinguished Haas faculty team up with business leaders from prominent Bay Area companies to guide sessions that empower individuals and organizations through state-of-the-art innovation practices. Coursework and discussions challenge you to retool your existing management style into one that nurtures creativity and creates a culture of innovation. In-depth sessions train how to use external influences such as technology, the environment, and regulatory changes as opportunities for innovation and how to efficiently leverage great ideas across an organization. The curriculum is enriched by case studies of prominent brands in media, technology and consumer industries and a live panel of Silicon Valley entrepreneurs.

We will examine and experience the Innovation process using three different complementary paradigms: the new venturer, the established enterprise and the community (Cluster of Innovation and Global Networks of Clusters of Innovation). This has direct implications to the Automotive industry as it must adapt to more and more rapid innovation cycles imposed by demanding global markets and technological and business model innovations such as alternative fuels, emerging ownership alternatives (I.e. ZIP Car), emerging markets and alternative sourcing and global manufacturing.

There is no better environment to explore these topics than the Silicon Valley, where the culture of entrepreneurship and innovation inform all that we do.

*Dates:* TBD

*Location:* UC Berkeley Campus

*Fee:* $7,900

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### Leadership, Influence and Power in Organizations

<http://extension.berkeley.edu/catalog/course2437.html>

Explore how leaders use power and influence to achieve organizational commitment and effectiveness. Discuss topics of organizational culture, appropriate types of power, influence with and without authority, business ethics, and effective goal setting and planning. Research and case studies about the global economy, Silicon Valley innovation and current events provide you with the tools to develop personal leadership skills and styles.

*Dates:* Thursdays, March 21 – May 23, 2013

*Application Deadline:* March 21, 2013

*Location:* San Francisco, CA

*Cost:* $750

*Contact Number:* 510-642-4231

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### Moving On Up: Women and Leadership

<http://extension.berkeley.edu/catalog/course2440.html>

Learn practical and simple techniques to become an effective leader. Explore Equilibrium Dynamics, a practical approach to emotional competence. Examine strategies to help advance your career, including how to create a communicative and collaborative environment, build teams, capitalize on better retention and improved performance, communicate across ethnic and generational differences and use intuition to build confidence. Through lecture, discussion and interactive exercises, you learn skills, strategies and techniques that help you excel and advance in today’s workplace.

*Dates:* Thursdays, January 10 – March 14, 2013

*Application Deadline:* January 10, 2013

*Location:* Berkeley, CA

*Cost:* $625

*Contact Number:* 510-642-4231

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### Optimal Performance on the Job: Achieving Work-Life Integration

<http://extension.berkeley.edu/catalog/course1500.html>

In this interactive seminar, you learn to become more productive and increase job satisfaction by accessing the three essential qualities for peak performance. Achieve your goals more rapidly by effectively setting goals and focusing on top priorities. Awaken your higher human brain to play its proper leadership role in setting a clear mission and eliminating the inner conflict, procrastination and self-sabotage that may be halting your progress.

*Dates:* March 4 & March 11, 2013

*Application Deadline:* March 4, 2013

*Location:* Berkeley, CA

*Cost:* $295

*Contact Number:* 510-642-4231

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### Optimizing Team Leadership: An Intensive Practice Lab

<http://extension.berkeley.edu/catalog/course577.html>

The concept “team” has morphed. Teams today include temporary high priority or technical innovation project teams, governing boards for non-profit agencies or professional organizations, broad-based alliances that work on critical social issues, global merger integration or multi-cultural reorganization teams. In this intensive and experiential hands on workshop, learn unique team leadership development skills that you can plan, practice and immediately begin to apply in order to build and lead your own extraordinary teams --- effectively, efficiently and with warp speedresults.

*Dates:* Sundays, February 24 – March 10, 2013

*Application Deadline:* February 24, 2013

*Location:* San Francisco, CA

*Cost:* $695

*Contact Number:* 510-642-4231

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### Organization and Management

<http://extension.berkeley.edu/catalog/course220.html>

Study high-level leadership strategies, and gain skills in resolving disputes, managing diversity and building productive teams. Using case studies and small group discussions, explore issues such as organizational conflict and power, management development, interpersonal influence, and the advantages and drawbacks of participative management.

*(Spring 2013 San Francisco section)*

*Dates:* Saturdays, April 6 – May 4, 2013

*Application Deadline:* April 6, 2013

*Location:* San Francisco, CA

*Cost:* $750

*Contact Number:* 510-642-4231

*(Spring 2013 Belmont section)*

*Dates:* Saturdays, March 2 – March 30, 2013

*Application Deadline:* March 2, 2013

*Location:* Belmont, CA

*Cost:* $750

*Contact Number:* 510-642-4231

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### Strategic Advantage in Competitive Markets

<http://executive.berkeley.edu/programs/strategic-advantage-competitive-markets>

Strategy is often viewed as surveying the business landscape with an eye toward finding the “commanding heights” of competitive advantage. But what happens when that landscape is really a chessboard, when players' moves and countermoves constantly reshape the playing field? This is the realm of interactive strategy — strategy that takes account of the larger “business game” being played by rival firms.

It is no longer enough to know the business landscape today — what is essential is visualizing and shaping the landscape of tomorrow.

In our information age, the business landscape is ever more dynamic. Opportunities are created and destroyed with lightning speed. In the Interactive Strategy Executive Program, participants learn how to gauge and execute crucial strategic moves in order to stay competitive.

The executive education program will enable executives, VPs and Senior Directors to use this progressive strategy in formulating business plans. Interactive strategy is not simply a set of tools and frameworks: it is a mindset for assessing business opportunities. In this executive training course, participants will be exposed to this mindset through case studies, interactive exercises, and key insights from academic research.

*Dates:* TBD

*Location:* UC Berkeley

*Fee:* TBD

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Strategic Management for Executives  
<http://extension.berkeley.edu/catalog/course1349.html>

Learn to think and act strategically to have more impact on the development and execution of company strategy. Examine how strategy is formulated and changed, how to recognize and respond to market changes, what is required to successfully execute strategic plans and how to avoid common pitfalls. Learn to recognize the need for strategic change and to successfully influence that change within an existing corporate structure.

*Dates:* TBD

*Location:* Belmont, CA

*Cost:* TBD

*Contact Number:* 510-642-4231

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## University of California Los Angeles

### Mergers & Acquisitions

<http://www.anderson.ucla.edu/x26813.xml>

Recent seismic shifts in the business and financial landscape have radically transformed the field of M&A. Our Mergers & Acquisitions Program delivers timely, comprehensive, fact-based insights into making successful deals in today’s volatile environment. You will take away immediately applicable strategies, and hone the skills you need now to shape the future success of your enterprise.

*Dates*: April 16-19, 2013

*Location*: Los Angeles, CA

*Cost*: $5,695

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### LGBT Leadership Institute

<http://www.anderson.ucla.edu/x27612.xml>

This groundbreaking Institute will have a tremendously positive impact on you, and the organization that supports your participation.

You: enhance your credibility and strengthen your position within your organization; create and sustain effective developmental relationships and alliances that advance your career; maximize your personal, professional, and organizational potential through better teamwork and team leadership; think, lead, and manage in ways that celebrate your individual attributes and perspectives; develop valuable personal and business connections with fellow managers from leading organizations and corporations.

Your Organization: builds better leaders who are more prepared for organizational advancement; increases employee retention rates and succession planning efforts; develops and ensures a more inclusive management team which can draw on the full diversity of its experiences and perspectives; fortifies positioning as a corporate leader in the area of social responsibility.

*Dates*: Click on the link for dates: <http://www.anderson.ucla.edu/x27612.xml>

*Location*: Los Angeles, CA

*Cost*: $5,950

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### African American Leadership Institute

<http://www.anderson.ucla.edu/x27615.xml>

UCLA’s African American Leadership Institute distills the wisdom and experience of the nation's top African American corporate leaders and public figures and identifies the tools required to prepare today's African American executives for tomorrow's organizational leadership.

During a 5-month engagement of provocative and stimulating work on the state of African American leadership, you will dig deep into key issues from a personal, interpersonal, and organizational perspective and take away a practical toolkit to increase productivity, leverage, and value to your organization.

*Dates*: Click on the link for dates: <http://www.anderson.ucla.edu/x27615.xml>

*Location*: Los Angeles, CA

*Cost*: $5,950

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### Director Education and Certification

<http://www.anderson.ucla.edu/x27290.xml>

Gain what you need to guide and support your executive leadership team around the crucial issues of strategy, structure and succession. We offer a powerful combination of foundational topics and advanced insight on the most timely and pressing issues facing boards today, taught by world class UCLA Anderson faculty and distinguished speakers representing some of the nation’s most prestigious organizations. Whether a seasoned director or new to the responsibility, you will emerge from this three-day experience with greater powers to provide active, informed and independent guidance to your senior leadership team.

*Dates*: May 6-8, 2013; October 14-16, 2013

*Location*: Los Angeles, CA

*Cost*: $6,250

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### Executive Program

<http://www.anderson.ucla.edu/x27288.xml>

The Executive Program puts you on the leadership map with strategies, skills and acumen that will stretch your thinking and hone your abilities as a leader and a manager capable of achieving sustainable growth in your business. Encompassing all business functions of the global enterprise, a series of highly relevant, hands-on sessions galvanize your problem solving, team building and change management skills. UCLA Anderson faculty combine research-based expertise and real-world experience to deliver frameworks you and your peers can apply immediately and as your responsibilities increase… to catalyze positive change.

*Dates*: Program is composed of both weekend immersions and evening sessions.

(Immersions run 8am-5pm)

Dates: February 24 – June 23, 2013; September 21, 2013 – February 10, 2014

(Encompasses several dates—click on link for specific dates: <http://www.anderson.ucla.edu/x27288.xml>)

*Location*: Los Angeles, CA

*Cost*: $16,995

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### Women’s Leadership Institute

<http://www.anderson.ucla.edu/x27611.xml>

Your organization's need to find fresh perspectives to drive sustainable growth may have cracked the glass ceiling, but it hasn't shattered it yet. How can you push your candidacy to join the senior executive ranks while remaining authentic to your personal leadership style? UCLA's Women's Leadership Institute delivers the strategies and frameworks to place you firmly on your organization’s leadership map.

*Dates*: Click on link for dates: <http://www.anderson.ucla.edu/x27611.xml>

*Location*: Los Angeles, CA

*Cost*: $5,950

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### Leadership Institute for Managers with Disabilities

<http://www.anderson.ucla.edu/x27613.xml>

All your career, you’ve prided yourself on making a difference—and you’ve done it in the face of misconceptions and stereotyping all along the way. Now you’re entering the executive leadership ranks, the stakes are higher and the obstacles aren’t going away. You’re ready for the kind of breakthrough strategies that will advance your career and enhance your reputation as a broadly capable manager.

UCLA’s groundbreaking Leadership Institute for Managers with Disabilities produces powerful leaders, expert at leveraging diverse perspectives and harnessing innovation to drive the future success of their companies.

*Dates*: Click on link for dates: <http://www.anderson.ucla.edu/x27613.xml>

*Location*: Los Angeles, CA

*Cost*: $5,950

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### Advanced Program in Human Resource Management

<http://www.anderson.ucla.edu/x27292.xml>

The effective management of human capital will be pivotal to your organization’s ability to survive and thrive, and so will you. Here’s how. The Advanced Program in Human Resource Management shows you how to align HR strategies with your organization’s wider business objectives, how to maximize ROI from your shrinking executive development budget, and how to keep today’s hard choices from putting your business in an even harder place. We put your future in your hands—so you can do the same for your people.

*Dates*: April 29 – May 3, 2013

*Location*: Los Angeles, CA

*Cost*: $6,250

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### Creativity and Innovation in the Organization

The future of your business is being created today. And especially in uncertain times, success is often a matter of innovate or die. Where do the best ideas come from, and how can you be sure to reap their rewards? The answers are here. Creativity and Innovation in the Organization prepares you to foster a creative mindset across your enterprise—and to exploit uncertainty and chaos to unleash powerful ideas that drive results.

*Dates*: TBD

*Location*: Los Angeles, CA

*Cost*: $6,495

**Contact Number: (310) 825-2001**

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## University of California San Diego

The Center for Executive Development at the Rady School of Management offers programs for professionals in a non-degree format. Our executive education faculty are industry experts, renowned and engaging researchers, consultants and authors. We combine cutting-edge theory with real-world experience to provide a unique and valuable learning experience. The Rady School of Management at UC San Diego achieves the goal in each of the three programs described below:

* Open Enrollment
* Leadership Assessment
* Custom Programs

### Open Enrollment

<http://rady.ucsd.edu/exec/open/>

Executive-development courses at Rady are designed to strengthen the business acumen of executives in San Diego. Tailored to the needs of companies in start-up or growth phases, our courses range from half-day to three days in length and cover a wide array of topics including finance, marketing, operations, leadership, communication and entrepreneur development.

Working collaboratively with the business community, we continue to develop additional courses to address the distinctive needs of San Diego’s business leaders. Our executive education faculty are industry experts, renowned and engaging researchers, and consultants and authors. We combine cutting-edge theory with real-world experience to provide a unique and valuable learning experience.

### Leadership Assessment

<http://rady.ucsd.edu/exec/leadership/>

This highly effective program assesses and develops leaders by building an organization-specific competency model. This customized learning experience provides both the individual and the organization with critical information about the strength of its leadership and business skills and offers strategies for continued development.

### Custom Programs

<http://rady.ucsd.edu/exec/custom/>

Our custom programs deliver graduate-level executive education to your doorstep. We address your specific development needs and provide high-impact training for key managers and executives in today's competitive business environment. Distinguished faculty are drawn from both within and outside the UC family, giving us access to the best practicum available.

*Courses & Dates:* <http://rady.ucsd.edu/exec/open/>

*Location:* University of California, San Diego (La Jolla, CA)

*Cost:* Courses range from $295-$3,300 USD

*Apply:* No applications required

**For more information on this program, please contact: (858) 822-6004 or go to** [**http://rady.ucsd.edu/exec/**](http://rady.ucsd.edu/exec/)

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### Change Management

<http://rady.ucsd.edu/exec/open/change-management/>

Successful implementation of change is contingent on helping people embrace a new way of doing things. The traditional tools of communication and persuasion are often insufficient in dealing with emotionally based resistance. After learning the J-Curve model, you’ll be able to use a unique set of tools to immediately speed the implementation of any change.

This course teaches the cognitive, emotional and behavioral reactions at the five stages of the J-Curve. Using best management practices for each stage, this course guides leaders through overcoming the misconceptions and resistance that often accompany change.

Impact:

* Learn the best management practices for each stage of the J-Curve
* Overcome people’s resistance to the emotional cliff of change
* Activate employees to overcome resistance to change
* Create action plans with feasible goals
* Build enthusiasm for sustaining change

Topics Covered:

* Leaders’ and followers’ misperceptions of the change process
* Why persuasion and education are weak influence tools
* Communicating at ground level and front-loading rewards
* Creating accountability and getting results
* Building enthusiasm for sustaining changes
* Creating a culture of innovation
* Learn to take advantage of times of crisis to implement key changes

*Date:* TBD

*Fees:* $325

**For more information on this program, please contact: (858) 822-6004 or go to** [**http://rady.ucsd.edu/exec/**](http://rady.ucsd.edu/exec/)

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### Creating a Culture of Innovation

<http://rady.ucsd.edu/exec/open/culture-innovation/>

Changing the cultural values of an organization is the greatest challenge of management. This goal can be so overwhelming that many managers don’t bother trying, or give up in the face of resistance. However, there are simple, easy to learn techniques that managers can use to create a culture of innovation.

In the Creating a Culture of Innovation course at the Rady School of Management, the focus is on practical management tools, not on techniques of innovative thinking or creativity exercises. These tactics of culture change will be applied to innovation, but they can be readily adapted to drive other cultural values such as accountability, customer service and safety.

Topics include:

* Measuring innovation.
* The stages of the innovation process.
* Systematic analysis of processes, products and services.
* Techniques for getting more innovation from those you lead.
* Identifying impediments to innovation.
* Innovation sustainment.

Impact

* Learn how to make innovation everyone’s business, not just the leaders.
* Discover tools to encourage experiments and the evolution of ideas.
* Gain methods to reward and publicize innovation.
* Convert or divert individual resistors on your team.
* Make innovation the norm in your organization.

*Date:* TBD

*Fees:* $325

**For more information on this program, please contact: (858) 822-6004 or go to** [**http://rady.ucsd.edu/exec/**](http://rady.ucsd.edu/exec/)

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## University of Chicago

### The Advanced Strategy: Building and Implementing Growth Strategies

<http://booth.chicagoexec.net/programs/asp.aspx>

With the unrelenting pace of change and competition today, clear strategic thinking is more important than ever. To survive and prosper in a globalized market, corporate strategists will have to not only formulate the correct strategy, but also implement it effectively. After attending this five-day program, you will gain new insights and tools to lead your corporate strategy successfully.

*Dates :*February 25 – March 1, 2013; October 28 – November 1, 2013

*Location*: Chicago campus

*Cost*: $8,675

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### Executive Program in Corporate Strategy

<http://booth.chicagoexec.net/programs/epcs.aspx>

In today's turbulent business world, most companies find themselves in a complex competitive environment in which the formulation and execution of corporate strategy are most critical than ever before. This course presents cutting-edge content taught by faculty who are renowned in their fields. Participants will learn techniques to understand the competitive structure of an industry and a company’s value proposition for competitive advantage. Entry, positioning, pricing, new venture, technology, diversification, scope, and vertical integration decisions will be analyzed. The organizational issues associated with effectively developing and implementing strategies will also be discussed.

*Dates:* January 28 – February 1, 2013; May 13 – 17, 2013; October 7 – 11, 2013

*Location*: Chicago campus

*Cost*: $8,675

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### Leading and Implementing Change and Innovation

<http://booth.chicagoexec.net/programs/lici.aspx>

Today’s business environment requires an unprecedented degree of innovation and agility. Today’s leaders must develop and implement effective business strategies while maintaining drive, morale, motivation, innovation, and vision in their people and in their organizations. Through this program, you will learn strategies for setting and maintaining the direction for renewal, for boosting learning and innovative thinking, for turning resistance into cooperation, and for extracting maximum benefit from new opportunities.

*Dates*: October 21-25, 2013

*Location*: Chicago campus

*Cost*: $8,675

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### Strategic Business Leadership: Engagement, Performance and Execution

<http://booth.chicagoexec.net/programs/sbl.aspx>

Agility in execution is critical in today’s challenging and complex business environment. This program will equip executives to effectively lead and be more productive in contemporary organizations. Executives will learn to manage cross-functional, cross-organizational relationships; develop social capital; and create and manage organizational strategic partners. Leadership agility is an essential quality for success. Participants will learn and practice their leadership agility, enhance their ability to read organizations, and hone their skills in strategy execution.

*Dates*: March 25 – 29, 2013; July 22-26, 2013 and November 11-15, 2013

*Location*: Chicago campus

*Cost*: $8,675

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### Executive Development Program: The Transition to General Management

<http://booth.chicagoexec.net/programs/edp.aspx>

The Executive Development Program is designed to prepare successful functional level executives for general management responsibilities. This intensive two-week program is taught by an outstanding group of professors from the University of Chicago Booth School of Business. The program's core faculty members have extensive experience and expertise in global business and teaching executives.   
  
**The Executive Development Program provides high potential executives** with conceptual frameworks to set strategy, make decisions, and lead effectively as a successful general manager. Participants will gain an understanding of critical functional areas and their interconnection, as well as develop skills needed to lead cross-functional teams. The program is designed to prepare participants with the critical capabilities to succeed in an ever-changing global business environment.

*Dates*: April 8 – 19; September 9 – 20, 2013

*Location*: Chicago campus

*Cost*: $22,400

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### Essentials of Effective Management: The Psychology of Management

<http://booth.chicagoexec.net/programs/eem.aspx>

Success in management requires an understanding of the factors that shape individual and group behaviors and attitudes. Managers must be self aware as well as make an effort to understand others’ attitudes, thoughts and beliefs. This course provides the tools and concepts to explore assumptions that we hold about why people do what they do. How do our defaults systematically bias actions in the workplace? How can we put our improved understanding into practice in order to change our behavior and the behavior of others? What can we do to prepare for management challenges?  
  
The course, grounded in social psychology, will focus on situational cases of behavior, including one’s own. The course will introduce frameworks and principles aimed at more effectively managing oneself and others. Participants will examine topics such as motivation, social perception and interpersonal dynamics, influence and persuasion, group decision-making, organizational culture and commitment, ethics, and leadership.

*Dates*: April 29-May 3, 2013; September 16 – 20, 2013; December 9-13, 2013

*Location*: Chicago campus

*Fee*: $8,675

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### Chicago Management Institute

<http://booth.chicagoexec.net/programs/cmi.aspx>

As an executive, you need access to the latest thinking and tools to competitively position your business—for today and for the future. You also need to focus on daily operations. How do you gain the critical insight you need without taking too much time away from work? The University of Chicago Booth School of Business offers a powerful solution: The Chicago Management Institute (CMI).  
  
**CMI presents highlights of our best programs** in a format that minimizes disruptions to daily life and career— and maximizes opportunities to gain a competitive advantage for your company, and for yourself.  
  
**The format is convenient:** Classes convene every other Friday and on two Saturdays for a total of 15 class days over six months. The content is compelling: You will learn general management essentials taught by world-renowned faculty from one of the most prestigious and highly acclaimed business schools.  
  
**Participants also learn from each other.** From the first session, you will have the opportunity to apply new concepts to your company’s challenges and then confer with the professors and your peers about the results at later sessions. CMI provides a forum to share business problems and craft solutions; to learn the necessary skills to address whatever issue may arise.

*Dates*: January 11 – June 28, 2013

*Location*: Chicago campus

*Fee*: $21,500

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## University of Miami

### Graduate Business Certificate

<http://www.bus.miami.edu/graduate-programs/business-certificate/index.html>

The University of Miami School of Business Administration offers graduate courses leading to a certificate in general business. The Graduate Business Certificate program provides professionals an opportunity to add basic business courses to their portfolio. The program consists of four three-credit courses in functional areas of accounting, finance, management and marketing. Students can take one or more courses for credit but must satisfactorily complete all four courses to be awarded the certificate.

*Dates:* Vary from course to course (each course is 5 weeks with class every Saturday)

*Costs:* $1,660 USD per credit

*Contact Number:* 305.284.2510

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### Lean Six Sigma Green Belt Certification Program

<http://www.bus.miami.edu/executive-education/open-enrollment/six-sigma/index.html>

As business becomes increasingly complex, global and competitive, the demand for executives, managers and other professionals who have the skills to eliminate waste, reduce defects, shrink inventory, and make other critical business process improvements has grown dramatically. The University of Miami Lean Six Sigma Green Belt Certification Program is designed to meet this demand.

*Dates:* March 2013 (classes spread over 16 days)

*Costs:* $4,000 USD

*Contact Number:* 305-284-9154

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## University of Minnesota

### Minnesota Executive Program

<http://www.csom.umn.edu/executive-education/minnesota-executive-program.html>

The Minnesota Executive Program is a powerful advanced business strategy and leadership program designed for top executives. It's an efficient, successful method for gaining a clear understanding of the economic environment and competencies working with strategic models, as well as the ability to leverage technology, gain market share, and effectively engage and lead people.

In four weeks—one week a month from September through November 2013 and February 2014—you will participate in a highly energetic, interactive environment that includes discussion sessions, small group work, reflection, reading, case studies, and live cases—all designed to improve your executive capabilities. And, best of all, the program will generate immediate payback for you and your organization.

*Dates*: September 15-20, 2013; October 20-25, 2013; November 10-15, 2013; February 9-13, 2014

Finance Module (optional) September 12-13, 2013

*Location*: University of Minnesota

*Cost*: MEP Modules $18,500; MEP Pre-finance seminar $2,200

*Contact*: 612-624-3821

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### Minnesota Management Institute

<http://www.csom.umn.edu/executive-education/minnesota-management-institute.html>

For over 20 years, hundreds of high-potential managers have prepared for advancement by participating in the Minnesota Management Institute (MMI). An exciting alternative to a traditional MBA degree, the MMI program gives participants a basic understanding of the entire scope of the business enterprise in today's emerging economic environment.

Participants will identify a specific challenge they and their organization are experiencing. This challenge will provide a platform for solving real business problems using the new mindsets, tools, and methods they're learning in MMI. Throughout the sessions, participants will check in with their peers and a faculty advisor to monitor their progress and tackle obstacles. By the end of the program, participants will have moved their challenge from concept to resolution. They will leave the program with agame planfor moving their organization forward.

*Date:* March 10-15; April 7-12; May 6-10, 2013; Optional Finance Module-March 7-8, 2013

*Cost*: MMI Modules $14,000; MMI Pre-finance module $2,200

*Location:* University of Minnesota

*Contact*: 612-624-3821

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## University of North Carolina at Chapel Hill

### Executive Development Institute

<http://www.kenan-flagler.unc.edu/execdev/executive-development-institute.aspx>

The Executive Development Institute paves the way for managers and directors who are taking the next step toward strategic leadership. Over the course of this two-week executive management program you will gain the business knowledge needed to advance your career.

*Dates:* June 16-28, 2013

***Fees:*** $16,000

*Location*: The Rizzo Conference Center; Chapel Hill, North Carolina

**For more information please contact: 1-800-UNC-EXEC or email** [**unc\_exec@unc.edu**](mailto:unc_exec@unc.edu)

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### 

### Business and Human Resources: Leading HR and Your Organization into the Future

<http://www.kenan-flagler.unc.edu/executive-development/open-enrollment/programs/business-and-human-resources>

The Business and Human Resources education program has been redesigned to equip senior HR leaders with the most up-to-date business knowledge and skills needed to operate in today’s rapidly changing, global business environment. By attending this program, senior HR leaders will add many business competencies to their repertoire of human resource management skills and will learn how to move their organizations forward.

*Dates:* May 13-17, 2013

***Fees:*** $5,750

*Location*: The Rizzo Conference Center; Chapel Hill, North Carolina

**For more information please contact: 1-800-UNC-EXEC or email** [**unc\_exec@unc.edu**](mailto:unc_exec@unc.edu)

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### Leadership Effectiveness Workshop

<http://www.kenan-flagler.unc.edu/executive-development/open-enrollment/programs/leadership-effectiveness-workshop>

The Leadership Effectiveness Workshop will allow individuals to sharpen the leadership skills needed for both personal and professional growth. Learn more about your own leadership style and how to effectively maximize your strengths as a leader with this three day seminar.

*Dates:* May 20-22, 2013

***Fees:*** $3,700

*Location*: The Rizzo Conference Center; Chapel Hill, North Carolina

**For more information please contact: 1-800-UNC-EXEC or email** [**unc\_exec@unc.edu**](mailto:unc_exec@unc.edu)

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### Women in Business

<http://www.kenan-flagler.unc.edu/executive-development/open-enrollment/programs/women-in-business>

During this three-day women’s leadership program, you will learn the differences between leading and managing and how to successfully navigate this transition alongside other professional women. The lessons learned will help you evolve your decision-making and negotiating processes to teach you how to deliver and apply your insights to benefit your company. What’s more, you will empower yourself with practical business skills that will enhance your impact as a leader.

*Dates:* June 3-5, 2013

***Fees:*** $3,850

*Location*: The Rizzo Conference Center; Chapel Hill, North Carolina

**For more information please contact: 1-800-UNC-EXEC or email** [**unc\_exec@unc.edu**](mailto:unc_exec@unc.edu)

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### Change Management

<http://www.kenan-flagler.unc.edu/executive-development/open-enrollment/programs/change-management>

The UNC Executive Development Change Management program trains senior managers to enhance their organizational management and ensure long-term success by initiating, leading and managing organizational change. This Change Management program will combine Kenan-Flagler’s extensive research with the experiences of executives on effective and ineffective strategies to teach leaders how to make informed decisions on organizational change strategy.

*Dates:* TBD

***Fees:*** $3,700

*Location*: The Rizzo Conference Center; Chapel Hill, North Carolina

**For more information please contact: 1-800-UNC-EXEC or email** [**unc\_exec@unc.edu**](mailto:unc_exec@unc.edu)

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### Strategic Innovation for the New Business Environment

<http://www.kenan-flagler.unc.edu/executive-development/open-enrollment/programs/strategic-innovation>

During this three day seminar, leaders will examine case studies featuring business innovation at its best, and will learn how to make strategic business innovation a norm. Leaders will also gain an understanding of the various forms of innovation and explore the difference between incremental and radical innovation. With this business innovation training, leaders will be able to engage in effective strategic business planning and innovation implementation.

*Dates:* TBD

***Fees:*** $3,850

*Location*: The Rizzo Conference Center; Chapel Hill, North Carolina

**For more information please contact: 1-800-UNC-EXEC or email** [**unc\_exec@unc.edu**](mailto:unc_exec@unc.edu)

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## University of Northern Iowa

### Leadership Development Certificate Program

<http://www.bcs.uni.edu/execdev/ContentPage.aspx?name=certificateprograms#LeadDevCert>

This program is designed to transform good managers into great leaders.  The target audience for this program is the experienced manager who desires to move into a senior leadership position. You will be challenged to change from thinking like a manager to thinking like a strategic leader. Your views will be stretched by interacting with experienced managers from other organizations, and you’ll gain a better understanding of your strengths to improve your leadership performance.  This program is aimed at accelerating your leadership education by transforming the way you interpret, manage and solve problems.

*Dates*: TBD

*Fees*: $3,150. Price for non-profit organization is $2,150.

**Contact Number: 319-273-5851 or execdev@uni.edu**

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### Professional Development Certificate Program

<http://www.bcs.uni.edu/execdev/ContentPage.aspx?name=certificateprograms#ProfDevCert>

This program will benefit career builders who seek professional advancement and career changers who wish to develop their leadership abilities. Beginning-level team leaders and current managers who are aspiring to advance upward and improve their current performance will add to their qualifications and increase their confidence by participating in this certificate program. This program is based on an abridged MBA and provides a strong foundation of critical business skills and knowledge needed to succeed in today’s highly competitive business world.  Interaction between participants from different businesses and industries enrich the learning experience and give participants deeper insights and better understanding of complex business issues.

*Dates*: TBD

*Fee*: $3,150.

**Contact Number: 319-273-5851 or execdev@uni.edu**

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### Management Excellence Certificate Program

<http://www.bcs.uni.edu/execdev/ContentPage.aspx?name=certificateprograms#MgmtExcCert>

This certificate program offered by the University of Northern Iowa's Executive Development Center is a comprehensive, management training program intended for team leaders and manager who have a couple years of work experience and want to further develop their management ability and boost their confidence in handling the more difficult and uncomfortable situations managers face. This includes the tasks that managers dread and never feel prepared for, like addressing performance issues, negotiating better deals, and making difficult and unpopular decisions. In four months, participants will leave better equipped to hold people accountable, ask better questions, strengthen their working relationships, diagnose business problems and determine possible solutions.

*Dates*: TBD

*Fee*: $2,998. Price for non-profit organization is $1,998.

**Contact Number: 319-273-5851 or execdev@uni.edu**

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## University of Pittsburgh

### Management Essentials

<http://www.business.pitt.edu/cee/essentials/index.php>

Grounded in the business fundamentals, Management Essentials is a streamlined approach to learning key business skills. As a non-degree, open-enrollment program, you don't have to apply for admission. This fact doesn't dilute the rigor and depth of the education.

You have the option of taking courses [online](http://www.online.pitt.edu/business/business.php) or at our location in Pittsburgh.

Taught by Katz faculty and industry experts, Management Essentials requires you to apply the theories and knowledge discussed in the classroom to real-world situations. It doesn't matter what your professional background is. We give you the business skills to solve a wide breadth of problems, whether you work in the arts, private industry, government, for a non-profit, or run your own business.

This program includes a management simulation. Participants are placed onto teams and work together to manage a company. Beyond testing your knowledge of business concepts, the simulation gives you firsthand experience in working as part of a team. Your collaboration and communication skills because are critical to your success.

*Online Program Dates:* February 4 – April 27, 2013  
*Online Application Deadline:* January 31, 2013  
*Program Tuition:* $3,050 USD

*Contact Number:* 412.648.1607

*Program Website***:** <http://www.online.pitt.edu/business/business.php>

*On Campus Program Dates:* TBD *On Campus Application Deadline:* TBD  
*Program Tuition:*TBD

*Contact Number:* 412.648.1607

*Program Website*: <http://www.business.pitt.edu/cee/essentials/on-campus.php>

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### Certificate in Leadership and Organizational Effectiveness

<http://www.business.pitt.edu/cee/partnerships/index.php>

We offer a Certificate in Leadership and Organizational Effectiveness through our partnership with Avid Learner, Inc., a Pittsburgh-based human resources development consulting firm. The certificate comprises three programs: [C-level Communications](http://www.business.pitt.edu/cee/programs/clevel-communications.php); [Leadership, Followership, and Star Performance](http://www.business.pitt.edu/cee/programs/followership.php); and [Cross Organizational Influence](http://www.business.pitt.edu/cee/programs/cross-organizational.php).

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## University of Richmond

### Developing Your Leadership Skills

<http://business.richmond.edu/executive-education/course-list.html>

What does a leader look like? In this dynamic two-day workshop you will have the opportunity to explore all facets of situational leadership and then define, practice, and critique your own leadership skills. You will develop the confidence needed to direct the efforts of others and lead in your organization with strength and vision. Whatever management training you may have had previously, situational leadership will complement it. Upon completion of this workshop, you will be able to:

* Know the key differences between managing and leading
* Analyze the profiles of today's leaders and learn what makes them successful
* Recognize the strengths and weaknesses of your personal leadership style
* Positively influence the behavior of those with whom you work

*Date*: March 28, 2013

*Fees*: $545

*Contact*: (804) 289-8019 or [execed@richmond.edu](mailto:execed@richmond.edu)

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### Creating and Managing Innovation

<http://business.richmond.edu/executive-education/course-list.html>

Many firms are facing the reality that revenue/profit growth is difficult to sustain.  Therefore, changes in the strategic direction of the firm are necessary.  This two-day program focuses on the creation and management of innovation as both a source of competitive advantage and as a vehicle for growth.  Instruction will focus on the importance and process of innovation through the study of firms including Campbell Soup, Whirlpool, Procter & Gamble and Apple.  Program attendees should include mid to senior level executives who are charged with leading innovation in firms; prime focus will be on product and service innovation.

Upon completion of this workshop, you will be able to:

* Empower innovation in a firm through a top down approach
* Create innovation teams
* Develop and execute the innovation process
* Monitor innovation results

*Dates*: April 15-16, 2013

*Fees*: $995

*Contact*: (804) 289-8019 or [execed@richmond.edu](mailto:execed@richmond.edu)

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## University of South Carolina

### Corporate Sustainability Strategy and Implementation: Lessons from Walmart

<http://moore.sc.edu/executiveeducation/executivedevelopment.aspx#strategy>

Sustainability is not just good public relations, it is good business. Retailing giant Walmart discovered that corporate sustainability saves money and leads to greater efficiency. But not everything they tried works. This program offers you an unprecedented look at what Walmart learned from their corporate sustainability efforts.

Corporate Sustainability Strategy and Implementation: Lessons from Walmart delivers a wide range of opportunities for sustainability drawing from Moore School research into seven major sustainability initiatives executed by Walmart. Learn how effective sustainability programs can be constructed while avoiding the pitfalls. You will complete the program with a clear vision of what can be achieved through sustainability efforts, and how to make sustainability a successful part of your business.

Exclusive Research In research based on unprecedented access to one of the world’s most private corporations, the Moore School and the Sam M. Walton School of Business at the University of Arkansas have written 20 case studies, with more to come, about Walmart’s lessons learned from its experiences with sustainability.

You will learn:

* + - The broad range of social and economic forces driving corporate sustainability programs
    - How to communicate to stakeholders the business and social cases for a corporate sustainability program
    - The range of goals that a corporate sustainability program might encompass
    - How to identify actionable goals that are most appropriate for your organization
    - How to design an implementation plan to achieve sustainability goals and objectives

*Program Dates:* April 10, 2013 *Program Tuition:* $950/participant ($650/ participant for two or more)

*Contact Number:* 803.777.2231 or 800.393.2362

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### [Critical Thinking: Insights for Strategic Thinking and Analysis](http://www.moore.sc.edu/execed/publicprograms/leadershipmanagementprograms.aspx)

<http://www.moore.sc.edu/executiveeducation/managementprograms.aspx#critical>

[Critical Thinking: Insights for Strategic Thinking and Analysis](http://www.moore.sc.edu/execed/publicprograms/leadershipmanagementprograms.aspx) focuses on the integration and coordination of operations, marketing and finance that are essential for business success. Discover how to understand and anticipate market conditions, develop long-range strategies and make multi-year financial projections.

You will learn:

* How to understand diverse competitive environments
* How to set your organizational strategy, design and structure
* Tools for identifying opportunities and evaluating risks
* How to develop meaningful benchmarks and strategic goals

*Program Dates:* April 16-18, 2013; November 5-7, 2013 *Program Tuition:* $1350/participant ($1050/participant for two or more)

*Contact Number:* 803.777.2231 or 800.393.2362

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### [Leadership for Women: Strategies for High Potential Success](http://www.moore.sc.edu/execed/publicprograms/executivedevelopmentprograms.aspx)

<http://www.moore.sc.edu/executiveeducation/leadershipprograms.aspx#women>

Leadership for Women: Strategies for High Potential Success provides individual action plans to improve performance and productivity, while engaging your organization for future development, growth and profitability. This course is based on proven personal senior executive experiences and academic research.

You will learn:

* Your leadership style and how to maximize collaboration
* How to apply leadership throughout your organization
* The differences between coaching and mentoring, and when each should be used
* How to empower your career
* Enhanced negotiation and decision making skills
* How to create and tactfully self-promote your personal brand
* Networking skills for entrepreneurs, executives, managers and leaders

*Program Dates:* Oct 3-4, 2013 *Program Tuition:* $1350/participant ($1050/participant for two or more)

*Contact Number:* 803 777-4443 or 800.393.2362

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### Speaking with Confidence: Delivering Effective Presentations

<http://moore.sc.edu/executiveeducation/leadershipprograms.aspx#speaking>

Speaking with Confidence: Delivering Effective Presentations shows you how to research topics and audiences, identify your own natural speaking style, and tailor your message for maximum impact.  Plus, discover techniques to overcome common fears associated with public speaking and present with confidence.

You will learn:

* + How to deliver a well-organized, compelling message with confidence and dynamism
  + How to effectively analyze audiences and tailor messages to them
  + How to find your natural, comfortable speaking style
  + How to think quickly and make unrehearsed presentations
  + How to answer questions succinctly and effectively

*Program Dates:* April 9-10, 2013 *Program Tuition:* $1150/participant ($900/participant for two or more)

*Contact Number:* 803 777-4443 or 800.393.2362

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## University of Texas

### Developing the Project Business Case

<http://www.mccombs.utexas.edu/ExecED/Executive-Development-Certificates/Project-Management-Certificate/Developing-Project-Business-Case.aspx>

To build a sound business case for pursuing a potential opportunity in the face of significant risk and uncertainty. The participant will be able to scale a general stage-gate planning template and set up the appropriate governance and assurance process. Along with economic drivers, technical and non-technical risks are considered in the framing process that leads to an Opportunity Roadmap with value drivers and goals linked to corporate strategy.

*Date:* May 2-3, 2013 *Location:* The University of Texas at Austin

*Cost:* $2,450 (Individual Course); $13,800 - [Project Management Certificate](http://www.mccombs.utexas.edu/ExecED/Executive-Development-Certificates/Project-Management-Certificate.aspx)   
(includes materials, lunches and breaks.) *Application Deadline*: Early registration is encouraged. Class size is limited and may fill to capacity. We request registrations with payment at least 3 weeks in advance of the program start date.

To [**enroll online**](http://www.txee.mccombs.utexas.edu/assnfe/CourseView.asp?MODE=VIEW&clCourseID=79), please follow the link. If you prefer, you may also [enroll via e-mail, fax or telephone](http://www.mccombs.utexas.edu/ExecED/Contact-Us.aspx).

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### Leading Change

<http://www.mccombs.utexas.edu/ExecED/Leading-Change.aspx>

In today’s competitive world, you're faced with a very difficult challenge: How to do more with less in an environment where the velocity of change is increasing. The ability of a firm to quickly adapt to changing competitive conditions and to fundamental shifts in labor markets is a very important predictor of success. This program focuses on providing solutions to these organizational challenges:

* + What can you and your organization do to create a culture that is change-enabled?
  + What skills are essential to lead and manage your team where change is the constant?
  + How can you profitably cope within an environment that constantly challenges your ability to adapt quickly?
  + How does your organization cope with a changing workforce?
  + What new methods exist for recruiting and retaining people who are great at adapting to constant change?
  + What makes your organization flexible, adaptive, and agile?
* In a fast changing business environment where a new “psychological contract” exists between employers and employees, what can your organization do to succeed and prosper?
* What can you do to generate commitment, loyalty, and performance when everything seems different than it used to be?

*Dates:* March 7-8, 2013; June 13-14, 2013 *Location:* AT&T Executive Education and Conference Center

*Cost:* $2,450 (Individual Course);$13,800  -  [Institute for Managerial Leadership](http://www.mccombs.utexas.edu/ExecED/Executive-Development-Certificates/Institute-Managerial-Leadership.aspx) Certificate *(includes materials, lunches and breaks.)*

*Application Deadline*: Early registration is encouraged. Class size is limited and may fill to capacity. We request registrations with payment at least 3 weeks in advance of the program start date.

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### Strategic Management

<http://www.mccombs.utexas.edu/ExecED/Strategic-Management.aspx>

**Examine tools and techniques used in strategic analysis and increase your ability to set strategic goals. Learn how to think strategically and globally.**

This program offers a solid foundation in strategic thinking and strategic analysis as it is practiced. It examines how the various tools and techniques of strategic analysis are commonly employed. The program prepares you to think and analyze strategically and enhances your ability to set strategic objectives. It will transform your thinking toward a broader arena.

*Date:* May 9-10, 2013 *Location:* AT&T Executive Education and Conference Center

*Cost:* $2,450 (Individual Course);$13,800  -  [Institute for Managerial Leadership](http://www.mccombs.utexas.edu/ExecED/Executive-Development-Certificates/Institute-Managerial-Leadership.aspx) Certificate *(includes materials, lunches and breaks.)*

*Application Deadline*: Early registration is encouraged. Class size is limited and may fill to capacity. We request registrations with payment at least 3 weeks in advance of the program start date.

**For more information on all courses contact 1-800-409-EXEC(3932)**

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## University of Utah

### Leadership Development Program

<http://execed.business.utah.edu/page/leadership-development-program>

**Program Overview**

To be successful in business, you need to understand the foundations, concepts, and techniques that form the basis for management today. Additionally, it's essential to know the business vocabulary that improves communication and enhances individual and corporate performance. The Leadership Development Program (LDP) is a certificate course designed in a 'Mini MBA' format. This program offers an overview of the key concepts, tools, and techniques in the following core business subjects:

* Strategic Management: Framework for the Future
* Collaborative Negotiations
* Communication Strategies for Improving Performance
* Leadership and Competitive Advantage
* Accounting and Finance for the Non-financial Manager
* Strategic Marketing and Brand Management

The LDP course features focused-learning experiences and case studies centered on vital subject areas in the business world with an emphasis on practical application. By examining and discussing case studies participants will walk away with new strategies to succeed in today's challenging business environment.

**Program Objectives**

The Leadership Development Program helps you become more effective by providing a solid foundation in current business theory and practice. After completing the program you will be able to significantly enhance individual and organizational performance, understand the most important managerial concepts for each functional area, control expenses and promote productivity, communicate and work more effectively, improve your abilities to tie functional areas together in order to grow revenue, and create learning networks to promote business opportunities.

**Certificate Program Features**

* The Leadership Development Program is a non-degree, professional development program.
* Program will be delivered through lecture, case studies, short video clips, role playing and group work.
* All participants attending a minimum of five of the six sessions will receive a Certificate of Completion from the University of Utah, David Eccles School of Business, Executive Education Department.
* This program qualifies for up to 70 Professional Development Units (PDUs) and 7.0 Continuing Education Units (CEUs), based on attendance.

*Courses:* <http://execed.business.utah.edu/page/business-essentials-program-outline-and-formats>

*Dates:* Module I- VI October 14-18 & 21-25, 2013

*Location:* University of Utah (Salt Lake City, Utah)

*Cost:* $975-1,500 depending on module (See courses for pricing)

*Apply:* Register at <http://execed.business.utah.edu/>

*Contact:*Jordan Clayton at (801) 581-5577 or execjc@business.utah.edu

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## University of Virginia

Darden School of Business - <http://www.darden.virginia.edu/web/home/>

Darden Executive Education - [www.darden.virginia.edu/exed](http://www.darden.virginia.edu/exed)

**For over half a century**, Darden Executive Education has served as a critical resource for businesses around the world, conveying the relevant strategies and specific business skills needed to formulate decisions, set action plans and apply sustainable options. We offered our inaugural Executive Education program in 1955; since that time, individuals and companies have partnered with us because Darden learning means thinking differently, actively participating in finding answers to key business challenges and developing management and leadership teams at all levels.

Darden offers relevant open-enrollment programs, designed to address function-specific and general management challenges. Through these programs, participants place emphasis on problem identification, analysis and solutions that can contribute to managerial effectiveness and leadership excellence.

This long-standing commitment to high quality, results-oriented learning is the reason many of the world's leading organizations consider Darden a critical component of their corporate strategies. Through Darden programs, organizations can step ahead of the curve and navigate the future rather than being caught up in its currents, and can set the stage for sustainable growth.

### Developing Leadership Capability in the Corporate Aviation Function

<http://www.darden.virginia.edu/web/Executive-Education/Partnership-Programs/NBAA-Partnership/Leadership-Corporate-Aviation/>

*Developing Leadership Capability in the Corporate Aviation Function* is designed for executives responsible for leading corporate aviation departments. Through the program, managers will improve their leadership skills, learn to better administer change, and examine best practices in creating high-performance service operations.

Participants will also:

* Learn to identify and articulate core competencies and unique capabilities of the aviation function, with the intent of crafting them into an array of service capabilities.
* Explore the process of contemporary strategic thinking to provide a basis for:
  + Developing strategic thinking and vision
  + Contributing or responding to the strategic process of larger organizations.
* Utilize current models of the strategic thinking process to develop a strategic agenda.
* Explore the different levels and key elements of leadership, as well as the steps to effective leadership, building high-performance teams, managing change, and other components that link managing change and leadership in a strategic context.
* Strengthen negotiation skills in order to communicate more effectively with corporate management and to develop more cohesive teams.
* Learn practical frameworks for simultaneously creating and sustaining superior performance and increasing productivity.
* Acquire specific tools and techniques for systems analysis and improvement, along with insights into the roles that managers must play to achieve high performance

Who Should Attend

Chief pilots or executives with aviation department responsibilities.

Benefits of Attending

* Broadened strategic perspective of the firm and the corporate aviation function.
* Deepened understanding of leadership and managing change.
* Improved capability to create a high-performing department.
* Refined leadership style and the ability to influence without authority.
* Strengthened interpersonal influence skills.

*Dates:* October 1-4, 2013

*Fee:* $8,550 per person. The fee includes tuition, course materials, lodging, meals and certificate of participation. We accept payment by check, American Express, MasterCard and Visa. Payment is due upon receipt of invoice and/or acceptance into the program. Companies that send more than one participant to a single program offering will receive 10% off the full fee for any additional participants. **NBAA members receive a 10% fee reduction.**

Information/Registration

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### Growing Great Managers: The Core Essentials

<http://www.darden.virginia.edu/web/Executive-Education/Open-Enrollment-Program/General-Management/Growing-Great-Managers/>

Healthy organizations have a strategy for addressing the learning needs of their management teams. This strategy is a living, visible segment of their overall succession plans, and ultimately helps to build concrete foundations for effective performance and sustainable growth. Ambitious professionals will find the new program, *Growing Great Managers: The Core Essentials*, critical in building the nuclear management skills and providing a solid base for a strong, progressive enterprise. Throughout the program, executives are absorbed in a highly interactive learning experience that helps them learn the core concepts of business and broadens managerial and strategic perspectives. Managers and high-potential talent will enhance their business competencies and sharpen the ability to tackle cross-functional challenges. Participants will return to their businesses with a broad, solid base for continuous personal and organizational growth, and new knowledge, ideas, and approaches to share across their enterprises.

**Benefits of Attending**

Examine a full breadth of topics required in the modern manager’s competency and capability kit. The approach and curricula will not only test existing assumptions, they will ensure that you build the necessary key management success factors, and help position you at the forefront of today’s business thinking.

**Topics**

*Finance*

* Recognizing that sound financial analysis is critical to the success of any enterprise, participants develop their capacities to use financial data to assess and understand business performance impact. Managers will develop:
* A clear understanding of financial statements.
* Best practices in using financial data to assess business performance.
* Increased knowledge about cash flow drivers and their significance.
* The ability to use financial reports in business decision making.

*Leadership*

* Consider the dynamics of change and how to lead through constructive and effective change processes.
* Develop presence as a leader and capacity to deliver powerful, influential messages.
* Dive into the challenges and opportunities of leading and working in teams.
* To ensure the successful integration of a workforce, explore the dynamics of leading and managing teams across diverse cultures.

*Marketing Strategy*

* Explore various frameworks and concepts in marketing, and manage brand and customer value. Participants will:
* Enhance the ability to analyze markets and competitive forces.
* Explore the basics of marketing metrics.
* Gain an understanding of the role of the customer and the importance of customer loyalty.
* Improve understanding of customer behavior.
* Recognize the importance, scope, and nature of marketing in a complex, changing, and competitive world.
* Understand the elements of the marketing planning process.

*Operations*

* Develop methods to evaluate current performance of operations and understand key improvement levers.
* Implement Lean thinking into operations and across the enterprise.
* Translate corporate strategy into effective operations.
* Understand how improving operations helps to achieve competitive advantage.

*Strategy*

* Consider how various dimensions of an organization must align for the organization to be effective.
* Explore the dynamics of strategy and leadership, and develop the capacity to analyze market and competitive forces.
* Identify how strategy helps to drive value to customers, shareholders, and employees.
* Learn and practice strategy mapping.
* Master the ability to analyze business models and apply core business concepts to tactical and strategic problems.
* Review and “thought-storm” on the organization’s strategic vision.
* Understand the role that talent plays in corporate capability.

*Dates:* June 9-14, 2013

*Fee:* $6,750 per person. The fee includes tuition, course materials, lodging, meals and certificate of participation. We accept payment by check, American Express, MasterCard and Visa. Payment is due upon receipt of invoice and/or acceptance into the program. Companies that send more than one participant to a single program offering will receive 10% off the full fee for any additional participants.

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### Managing Individual and Organizational Change

<http://www.darden.virginia.edu/web/executive-education/open-enrollment-program/leadership-and-change/managing-change/>

Change perspectives include⎯but are not limited to⎯learning, innovation, and reactive and proactive processes. Participants in *Managing Individual and Organizational Change* will initially focus on individuals in managerial roles who are trying to lead, manage, and deal with the change process. The focus then shifts to groups and perspectives around the total organization. Throughout the program, emphasis is placed on the individual as both a manager and a model of change.

**Benefits of Attending**

Participants will return to the workplace with:

* A sharpened ability to manage personal change and change for others.
* An enhanced capability to analyze, understand, and manage change.
* Development of social/psychological strategies for effectively managing change in organizations.
* Discovery of the self-management dimensions of change.
* Increased understanding of the individual psychological and social aspects of the change process.
* Recognition of the significance of principles and values in managing the change process.
* The knowledge to differentiate between proactive and reactive change, as well as innovation, creativity, and learning.
* Understanding of the purpose and alignment of factors necessary to effect organizational change.

**Topics**

* Change as Growth: The Ultimate Personal Perspective
* Managing in Organizations: Organizational Change in Strategic Perspective
* Models and Concepts for Change: An Individual Perspective
* Organizational and Individual Change Issues
* Processes and Stages of Change: Individual to Organizational Perspective

*Dates:* September 17-20, 2013

*Fee:* $7,750 per person. The fee includes tuition, course materials, lodging, meals and certificate of participation. We accept payment by check, American Express, MasterCard and Visa. Payment is due upon receipt of invoice and/or acceptance into the program. Companies that send more than one participant to a single program offering will receive 10% off the full fee for any additional participants.

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### True Leadership: Leading With Meaning

<http://www.darden.virginia.edu/web/Executive-Education/Open-Enrollment-Program/Leadership-and-Change/True-Leadership/>

Get ready to develop your own personal model of leadership. Through a study of cutting-edge ideas from business practice and current research, you gain an understanding of the value of elevating your vision above daily execution, and realize the difference between management and leadership. You can become a “true leader!” If you are prepared to stretch your thinking and shift your actions, you will find valuable insights and experiences in this senior leadership program. The highly effective leader’s tools, such as purpose and shared vision, powerful narratives and effective communication, are subtle. They are necessary if you are to move from leading one’s self and others to cultivating the climate and environment in which others can become leaders.

*Benefits of Attending*

* Actively draft a plan for advancing in the role of leadership.
* Engage in innovative learning, including a “change walk” to write your own story.
* Develop your own series of leadership principles.
* Cultivate a set of personal principles about human behavior in business that can shape your actions as a leader.
* Gain a clear view of your own leadership model and personal principles through executive coaching using the TILT 360™ Leadership Predictor tool.
* Using a theater experience, develop creative and collaborative skills necessary for true leadership.

*Topics/Themes*

The curriculum combines theoretical study and business history with personal explorations, showing how strategy and vision grow out of personal experience and values, while helping you craft your own visions. Overarching themes include:

* Authority and Innovation — Helping People Do the Right Thing
* Identifying Personal and Organizational Opportunities; Integrating Personal and Organizational Visions
* Strategy and Leadership: Where Do They Come From? Theories Around Emergent Strategy and Leadership Aspirations and Opportunities
* The Importance of Purpose and Values
* Ways Leaders Lead Leaders

*Special Feature*

The Tilt 360™ Leadership Predictor is a strengths-based character assessment in a 360-degree feedback format, based on the Tilt Leadership Model. The tool measures the core character strengths of “Leadership Presence & Impact” in the Four Pillars of True Tilt Leadership. This tool increases self-awareness regarding the phenomenon of influence a leader has on the team-level climate. The tool can predict whether the leader is creating the conditions for collaboration, values-alignment, innovation and sustainability.

*Dates:* May 6-10, 2013

*Fee:* $7,200 per person. The fee includes tuition, course materials, lodging, meals and certificate of participation. We accept payment by check, American Express, MasterCard and Visa. Payment is due upon receipt of invoice and/or acceptance into the program. Companies that send more than one participant to a single program offering will receive 10% off the full fee for any additional participants.

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### Women Emerging in Leadership

<http://www.darden.virginia.edu/web/Executive-Education/Open-Enrollment-Program/Leadership-and-Change/Women-Emerging-in-Leadership/>

To achieve the greatest possible impact, those in leadership roles must understand the dynamics of strategic business leadership. *Women Emerging in Leadership* helps you and your organization excel by further developing you into a highly effective, visionary leader. Throughout the course, you will address key business and personal leadership challenges, understand how to analyze and approach them as opportunities, and return to your organization ready to lead at the next level!

To grow into the leader you want to be—and the leader that your enterprise needs—it is important to assess your current role and capabilities, and build on them through an open and honest solicitation of professional feedback and executive coaching. This real-time, direct counsel will help drive the plan for actively managing your leadership path. Whether you are a high-potential or a senior leader, you can continue to emerge! With a holistic approach to leadership, which includes a focus on wellness and the importance of balance, realize how you can grow, assist your organization in excelling, and how to help others in your business develop their leadership potential. As you progress through a rigorous week of full-class and small-team discussions, live business cases, experiential exercises, and leadership diagnostics, you will evaluate and fine-tune your skillset, and create an action plan for evolving your leadership style and enhancing your leadership effectiveness.

Topics

The focus is on specific behaviors that are critical in effective leadership. As you navigate through the integrated program sessions, you will develop the mindset and competencies necessary to transform you from an effective worker to an effective, successful, and valuable leader. Major themes include:

* Building Trust
* Creating Effective Networks
* Growing Through Feedback and Coaching
* Individual Change Management
* Leading Strategic Change
* Managing Conflict
* Negotiation Excellence
* Power and Influence
* Strategic Perspectives—Personal and Organizational
* Your Executive Presence

*Dates:* October 7-11, 2013

*Fee:* $7,700 per person. The fee includes tuition, course materials, lodging, meals and certificate of participation. We accept payment by check, American Express, MasterCard and Visa. Payment is due upon receipt of invoice and/or acceptance into the program. Companies that send more than one participant to a single program offering will receive 10% off the full fee for any additional participants.

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### The Physics of Business Growth: Mindsets, System and Processes

<http://www.darden.virginia.edu/web/Executive-Education/Open-Enrollment-Program/Strategy/Physics-of-Business-Growth/>

What practices and strategies are inhibiting your organization from growth? In the new program *The Physics of Business Growth*, you examine research findings in an applied manner to see how to create minds prepared for growth, create an internal aligned growth system, identify growth opportunities, learn to launch growth experiments and create and manage a diversified growth portfolio. Throughout the application workshop you assess your organization’s growth needs and, in order to flourish, you can expect traditional management techniques to be challenged by growth thinking, and innovation.

*Benefits of Attending*

* Design a growth portfolio for your business.
* Discover a proven framework for creating an internal growth system.
* Use tools to create growth ideas and propel growth.
* Think like an entrepreneur, and find and execute new opportunities that competitors miss.
* Optimize systems and operations to achieve and sustain growth.
* Participate in a Learning Launch — test, improve or abandon new ideas quickly and inexpensively.
* Sharpen your focus on customer value propositions.
* Understand the role of leadership and the challenges of implementing new growth strategies.
* Understand the science, mechanics and dynamics of growth.

*Topics*

* The Physics of Growth
* Creating Prepared Minds
* Building Internal Growth Enabling Systems
* Identifying New Ideas
* Learning Launches — Doing Growth Experiments
* Designing and Managing a Growth Portfolio
* Kinetic Strategy Tools for High-Velocity Changing Environments

*Dates: October 27-31, 2013*

*Fee: $7,500 per person. The fee includes tuition, course materials, lodging, meals and certificate of participation. We accept payment by check, American Express, MasterCard and Visa. Payment is due upon receipt of invoice and/or acceptance into the program. Companies that send more than one participant to a single program offering will receive 10% off the full fee for any additional participants.*

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## University of Washington

### Executive Development Program

<http://www.foster.washington.edu/executive/edp>

Created for busy senior managers, executives, and other professionals, the Executive Development Program, formerly The Management Program, is a nine-month, part-time certificate program. The program covers essential business subjects, including finance, accounting, economics, marketing, international business, operations, leadership and strategy.

*Dates*: applications accepted throughout the year; program runs September - May

*Location*: UW campus

*Fee*: $18,500 for the program

$20,500 (for credit track)

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### Leadership That Shapes the Future

<http://www.foster.washington.edu/executive/seminars/Pages/Leadership.aspx>

In Leadership that Shapes the Future, you will develop the essential leading, planning, and influencing skills necessary to create and sustain long-term organizational success. During this interactive three-day seminar, you will learn strategies and methods you can use to become a "transformational leader” — one who enables others, especially peers and subordinates, to transcend self-interest and act for the common good of the organization.

*Dates*: TBD

*Location*: UW campus

*Fee*: $3,300

**For more information on all programs contact 206-543-8560**

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## University of Wisconsin - Madison

**Wisconsin School of Business Executive Education -** [**http://exed.wisc.edu/**](http://exed.wisc.edu/)

Wisconsin School of Business Executive Education has a long history of partnering with organizations and working professionals to provide real-world learning and development programs.

Our wide selection of open enrollment courses and limitless customized solutions are designed to address real and emerging business needs. Led by expert faculty, business leaders, and consultants with extensive real-world work experience, our programs draw a robust mix of participants from across industries for a lively classroom environment, whether at our award-winning Fluno Center or a destination of your choosing.

Every year, thousands of professionals from industry, government and nonprofit organizations participate in executive education programs taught by the Wisconsin School of Business.

Teaching and facilitation approaches often include a combination of lecture, discussion, interactive participation, team experiential exercises, hands-on industry or organization-specific case studies, role playing, and application exercises to ensure that participants can immediately apply the information to their workplaces.

Our partnership includes the following options:

**Open Enrollment Programs**

* + Over 100 open enrollment courses on more than 80 business topics and 15 certificate series
  + Attendees network and learn with peers from other companies and other industries
  + Offers maximum scheduling flexibility for individuals and organizations
  + Organizational discounts available based on volume
  + For a full list of open enrollment courses visit our [Courses](http://exed.wisc.edu/courses) page on-line

**Custom Programs**

* + Designed to meet individual and organizational goals and objectives
  + Delivers real-world practical solutions for business challenges
  + Provides measurable outcomes linked to specific business results
  + Delivered at the Fluno Center, online, or a location of the client’s choice

**Hybrid Programs**

* + Tailored open enrollment certificate series delivered on-site for a specific company
  + Blended approach of custom programming with open enrollment supplements to allow scheduling flexibility
  + Organization-specific learning and development paths through use of open enrollment courses for in-depth development in areas as needed.

### Getting It Right: Decision Making and Change Management

<http://exed.wisc.edu/Courses/Getting-It-Right-Decision-Making-and-Change-Management>

Important decisions require leadership to use the appropriate processes and data tools to reach the best conclusion. In this course, you will learn how decision making criteria can help you frame the problem, define alternatives, and incorporate appropriate data into solution identification. Leadership skills and leadership communication are vital in not only reaching the right conclusion, but implementing it. After making the right decision, you have to impose change. Getting people to change behaviors may be the toughest and biggest challenge managers, effective leadership and executive leadership, and organizational leadership face today. Learn the six strategies that can overcome the resistance to change and how and when to use them. You can make it happen!

Execute decision making and tree diagrams

* Define problems so alternative solutions become apparent
* Frame business problems using decision trees
* Understand and model uncertainty
* Perform sensitivity analysis: the “what if?” dilemma
* Analyze data

Execute organizational change management

* Understand the impact of change on your employees
* Analyze the positive and negative impacts of change
* Examine the Kurt Lewin change theory along with others
* Explore six change strategies that reduce resistance and enhance commitment to change initiatives

*Program Dates: March 4-6, 2013; September 9-11, 2013; December 2-4, 2013*

*Program Tuition: $1,895 USD*

*Contact Number: 608-441-7357*

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### Leadership Beyond Management

<http://exed.wisc.edu/Courses/Leadership-Beyond-Management>

This dynamic program is designed for managers of managers or high-potential managers who want to benefit emergent leaders and people who others follow, not because of their position on an organization chart but because of their ability to create greater value for the larger organization.

When you leave this program, you will take home strategies for balancing your role as a leader, manager, coach and team player. You will know how to effectively influence executives, managers, direct reports, and peers, to lead organizational change, and contribute to your company's performance.

The strengths of our leadership training are:

* Timely, specific, real-time feedback to our participants
* A focus on leadership style, not just skills
* Stretch practice fields to help you build your leadership skills
* Individual coaching based on your particular strengths and challenges
* Small-group, interactive seminars designed for targeted learning

*Program Dates: April 22-26, 2013; October 28-November 1, 2013*

*Program Tuition: $4,500 USD*

*Contact Number: 608-441-7357*

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### Leading Organizational Change

<http://exed.wisc.edu/Courses/Leading-Organizational-Change>

In today’s fast-paced business environment, leaders must recognize when organizational change is necessary and understand how to clearly re-cast the mission statement to create a more effective and forward-looking enterprise. Efficient leaders create collaborative change, align individuals and departments with new goals, and create a culture of self-direction and encouragement.

With the powerful knowledge gained during this course, you will be able to:

* Articulate, with clarity, the vision/mission/purpose of a successful business
* Analyze whether the key aspects of your organization are properly aligned with your vision/mission/purpose
* Construct an organizational culture that best suits your business goals
* Build and execute a change plan that assures all key aspects of the organization are focused on your key business strategy
* Assess your own personal leadership style and ensure that it fosters the achievement of your vision/mission/purpose

*Program Dates: May 13-15, 2013; August 26-28, 2013*

*Program Tuition: $1,895 USD*

*Contact Number: 608-441-7357*

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## Vanderbilt University

### **Leading Change**

<http://www.owen.vanderbilt.edu/vanderbilt/programs/executive-development-institute/open-enrollment-programs-for-individuals/program-catalog/course-details.cfm?customel_datapageid_31775=39801>

Change is essential to organizational growth and progress. Yet researchers report that over 60 percent of change projects (such as implementing a new strategic plan or enterprise software) fail to achieve intended results.   
  
Through this intensely focused, hands-on program, you’ll learn research-based frameworks, models and strategies that will make you become a stronger leader of change within your organization.   
  
This two-day program will help you lead change initiatives that succeed.

What you will learn:

You’ll learn ideas and techniques you can apply right away, including:

* How to ensure that change projects succeed (and how to apply course learning to a current change project in your organization)
* Identify common mistakes to avoid and anticipate barriers to change
* Understand how to build support for embracing and sustaining change
* Useful strategies to leverage technology for change

*Upcoming Dates:* December 2-3, 2013  
*Location*: Owen Graduate School of Management

*Cost*: $1,980

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### **Executive Leadership**

<http://www.owen.vanderbilt.edu/vanderbilt/programs/executive-development-institute/open-enrollment-programs-for-individuals/program-catalog/course-details.cfm?customel_datapageid_31775=39516>

Some people seem to have a natural gift for transforming an organization, creating a high-performance culture and driving change. For most of us, however, leading teams and organizations is an acquired skill.  
  
By the end of this highly interactive, three-day program, conducted by one of the nation’s leading business experts on the subject, you’ll be equipped to become a more effective leader and to achieve your professional and organizational goals.  
  
This three-day program helps you achieve your potential as a leader.

What You Will Learn:

You’ll learn ideas and techniques you can apply right away, including:

* How to become a stronger leader who can build a shared vision, improve teamwork and increase productivity
* Ways to motivate people using key leverage points based on character and ability
* Developing a personal action plan to create greater impact in your organization
* Skills for leading change more effectively

*Upcoming Dates:* February 25-27, 2013; October 28-30, 2013

Location: Owen Graduate School of Management

*Cost*: $2,970 (includes tuition, instructional materials, continental breakfast and lunch)

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### Leading Project Teams for Strategic Results

<http://www.owen.vanderbilt.edu/vanderbilt/programs/executive-development-institute/open-enrollment-programs-for-individuals/program-catalog/course-details.cfm?customel_datapageid_31775=40754>

Leading strategic projects effectively requires a combination of skills: designing and executing strategies, managing relationships and evaluating results. The most successful project managers balance these contrasting capabilities while balancing competing demands within the organization.   
  
This engaging and highly interactive two-day program is designed for experienced project managers who strive to become more effective in conveying vision, coping with complexity and energizing people to achieve important goals.

*Upcoming Dates:* January 29-30, 2013

*Location*: Vanderbilt Owen Graduate School of Management - Nashville, TN

*Cost*: $1,980

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## Villanova University

### **The Mini-MBA**

<http://www1.villanova.edu/villanova/business/graduate/executive/openprograms.html>

The Villanova Mini-MBA provides a broad overview of management topics delivered in a condensed format. This program brings together renowned VSB faculty and corporate thought leaders to offer a dynamic, real-world perspective on the changing business environment. By attending our two-weekend program, you will be arming yourself with the knowledge to make strategic decisions and drive results.

**Topics include:**

* principals of accounting
* finance
* international business
* marketing
* strategy
* operations

Attendees include business leaders looking to gain an edge in an increasingly competitive global environment, professionals considering the benefits of an MBA degree, individuals looking to transition back into the workforce, and technical professionals moving into a management role.

*Location*: Villanova Conference Center  
*2013 Dates*:May 6th, 7th, 20th, 21st  
*2013 Cost*: $3,000

*Contact*: Laurie Cato – [laurie.catog@villanova.edu](mailto:laurie.catog@villanova.edu)

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## Washburn University

### Expanding Your Leadership Capacity

*Developing Leadership Skills, Behavioral Styles & Personal Maturity*

<http://www.washburn.edu/academics/community-continuing-education/academic-outreach/Leadership/Expanding%20Your%20Leadership%20Capacity.html>

Designed as a follow up to the successful *Directions in Organizational Leadership* program, this course assists those who have “stepped up to leadership” in advancing to the next level of development. Within the context of Developing Leadership Skills, Behavioral Styles & Personal Maturity this three-day program challenges leaders to address 18 key questions about their desire, abilities and goals for mastering multiple leadership competencies.  Facilitated by a skilled instructor, the program leads participants through a series of short instructional modules, probing questions, intuitive exercises, group dialog, and individual reporting with the goal of challenging the participant to critically reflect on their leadership potential and expanding one’s plan for leadership capacity. While the course provides an excellent next level for individuals who participated in the *Directions in Organizational Leadership* program, prior participation is not required. However, the program is targeted to individuals with equivalent professional

Cost is $925. A 10% organizational discount for three or more registrations is available.

***Professional Development Hours: 18***

Dates: March 12, 19, 26, April 2, and 9, 2013 (5 sessions-Tuesdays from 8:30am-4:15pm)  
Location: Washburn University  
Cost: $925

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### Lean Six Sigma: Yellow Belt

<http://www.washburn.edu/academics/community-continuing-education/academic-outreach/Lean%20Six%20Sigma/Lean%20Six%20Sigma%20Yellow%20Belt.html>

The *Lean Six Sigma: Yellow Belt* level provides a foundation understanding of LSS and its methodologies with the goal of improved project management skills, problem solving, and more effective cross functional teams. While this level is not intended to make one a LSS expert, it does offer a basic understanding of concepts and tools with familiarization of a few tools for immediate application, even if LSS is not formally being used by the larger organization. With this Yellow Belt foundation of knowledge and skills, participants can progress to more advanced levels of LSS.   
  
Course sessions are from 8:15a.m. to 4:45p.m.with additional application assignments. Materials, refreshments, and lunches are provided. Full participation in class and completion of assignments is expected to receive the \***Certificate of Completion: Yellow Belt**\* issued by the University. Cost is $730 per individual. Late fees apply. See registration information at side bar for more information. A 10% organizational discount for three or more registrations is available.

***Professional Development Hours: 15***

Dates: January 31-February 1, 2013; March 21-22, 2013; May 2-3, 2013

Location: Washburn University

Fee: $730

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### Lean Six Sigma: Green Belt

<http://www.washburn.edu/academics/community-continuing-education/academic-outreach/Lean%20Six%20Sigma/Lean%20Six%20Sigma%20Green%20Belt.html>

The Lean Six Sigma: Green Belt course delves into the DMAIC process through in-depth information, analysis, and application of Six Sigma and Lean concepts that can be immediately applied to projects and for leading and managing process improvement teams. The course is designed to certify participants as competent in the fundamentals of the Lean Six Sigma: Green Belt body of knowledge as defined by Washburn University. Prior participation in the Washburn University Lean Six Sigma: Yellow Belt course or prior Lean Six Sigma experience is strongly encouraged.

9 sessions clustered in three, three-day increments approximately every other three to four weeks. Class sessions are from 8:00 in the morning to 5:15 in the evening each day for total class time of 72 hours.

Course materials provided include the Business Improvement Guide  workbook, the Lean Six Sigma Green Belt Open Source book, the Lean  Six Sigma Pocket Toolbook, and Six Sigma and Minitab. The course is also supplemented with online content and applications. Participants must have a laptop with the [Minitab Statistical Software](http://www.washburn.edu/academics/community-continuing-education/academic-outreach/Lean%20Six%20Sigma/Minitab.pdf) and be familiar  with basic use and applications. Meals and refreshments are provided all days of the class. Cost is $3,100.  A 10% organizational discount for three or more registrations is available. Late fees apply.

***Professional Development Hours: 80***

Dates: Feb 20-22, March 13-15, and April 3-5 (9 sessions)

Location: Washburn University  
Cost: $3100

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## Washington University in St. Louis

### Creativity Leading to Breakthrough Performance

<http://www.olin.wustl.edu/executiveeducation/OPP/Pages/UpcomingSeminars.aspx>

Innovation is the driver for thriving companies today.  There is a strong correlation between creativity, productivity and results.  This seminar will provide you with a set of practical skills and techniques to enhance your creativity and engage in hands-on activities for each of the steps.  You will learn how to identify common blocks to creativity and specific techniques to overcome each of the blocks.  
  
Professor Keith Sawyer is one of the world's leading experts on creativity and innovation.  He has published ten books and over 80 scientific articles on the topic.  This seminar is based on his newest book, *The Compass: The Science of Achieving Breakthrough Creativity*.

*Date*: December 5, 2013

*Location*: St. Louis - Charles F. Knight Executive Education Center

*Cost*: $750

*Contact number*: *(314) 935-9494*

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### Critical Thinking

<http://www.olin.wustl.edu/executiveeducation/OPP/Pages/UpcomingSeminars.aspx>

Tired of endless and repeated team meetings where decisions don't get made or are probably poor decisions?  Olin's seminar on *Critical Thinking* can help.  Many of these decision challenges arise because individuals and teams get trapped by a variety of biases and poor thinking that ultimately lead to unfortunate decisions.  This seminar provides a set of tools to overcome biases and elevate your thinking and decision-making.  The program provides a novel framework for critical thinking that will help you recognize your biases as well as those biases that emerge in groups and teams.  It will offer you a set of processes that, if adopted, will help you improve the quality and consistency of your decisions and offer the added bonus of accelerating implementation of the decisions.  Most importantly, the program helps you make sure that you are solving the right strategic problems.

*Dates:* February 26 & March 13, 2013 (Two day seminar) *Location*: St. Louis - Charles F. Knight Executive Education Center

*Cost:* $1,500

*Contact Number:* (314) 935-9494

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### Global Leadership

<http://www.olin.wustl.edu/executiveeducation/OPP/Pages/UpcomingSeminars.aspx>

This seminar discusses the importance of global careers, characteristics of successful global leaders and the building of global competence by examining three approaches of highly successful global leaders. The increasing use of virtual global teams and their implications for global leadership are discussed as are strategies to launch and maintain a successful global virtual team. The seminar ends with a discussion of an increasingly necessary skill in global careers: the management of geographically dispersed global teams.

*Dates:* September 12, 2013 *Location*: St. Louis - Charles F. Knight Executive Education Center

*Cost:* $750

*Contact Number:* (314) 935-9494

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### Leading & Managing Change

<http://www.olin.wustl.edu/executiveeducation/OPP/Pages/UpcomingSeminars.aspx>

In today’s business environment, the ability to lead and manage change is critical to organizational growth and profitability, but research suggests that successful change is often the exception rather than the rule. Successful change requires a leader that understands the change process, how to get the right people on-board and the key elements of change implementation. This program reviews best practices and provides frameworks, models and tools that leaders can immediately apply to change initiatives.

*Dates:* April 9-10, 2013 (Two day seminar) *Location*: St. Louis - Charles F. Knight Executive Education Center

*Cost:* $1,500

*Contact Number:* (314) 935-9494

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### Leadership Edge: Understanding & Managing Your Impact

<http://www.olin.wustl.edu/executiveeducation/OPP/Pages/UpcomingSeminars.aspx>

In order to optimize leadership impact, leaders must have an in-depth understanding of their leadership capabilities. This includes an awareness of one’s strengths and weaknesses and also how these are expressed in daily leadership interactions and how they impact followers. In this intensive, assessment-driven session, participants will engage in a self-discovery process to uncover key leadership strengths that can be leveraged toward growth and development.

*Dates:* July 17, 2013 *Location*: St. Louis - Charles F. Knight Executive Education Center

*Cost: $750*

*Contact Number: (314) 935-9494*

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### Leadership for High Performance Certificate

<http://www.olin.wustl.edu/executiveeducation/CertificatePrograms/Leadership/Pages/default.aspx>

Gain the critical skills for success in key leadership areas: relationship management, interpersonal skills, collaboration and change leadership. *Leadership for High Performance* prepares you to effectively and confidently lead performance-driven teams. Successful comple­tion of the program will result in a Certificate in Leadership for High Performance issued by Washington University in St. Louis, Olin Business School.

Participants will develop and improve skills in areas necessary to lead effectively. **Leadership for High Performance** will enhance their ability to:

- Engage and motivate those they lead in a complex and constantly evolving business environment

- Work in collaboration with peers and other colleagues to improve performance and deliver results through influence and persuasion

- Launch and lead teams to ensure involvement, participation across boundaries and sustainable high performance

- Lead and manage organizational change initiatives

*Dates: Three two-day modules:* Dec. 12-13, 2012; Feb. 27-28, 2013; Apr.9-10, 2013 *Location*: St. Louis - Charles F. Knight Executive Education Center

*Cost:* $6000

*Contact Number:* (314) 935-7583

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### Leading Through Influence

<http://www.olin.wustl.edu/executiveeducation/OPP/Pages/UpcomingSeminars.aspx>

Exercising real leadership and leading positive change requires more than just a worthy goal or a good idea. It also requires the skill of informal leadership: the ability to influence people both within and outside your chain of command in order to gain support and overcome resistance. This session helps you understand and develop three key skills of informal leadership: navigating politics, understanding power and exercising influence.

*Dates:* Nov. 6-7, 2013 (Two day seminars) *Location*: St. Louis - Charles F. Knight Executive Education Center

*Cost:* $1,500

*Contact Number:* (314) 935-9494

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### Managing Your Career: How to Thrive in a Dynamic Environment

<http://www.olin.wustl.edu/executiveeducation/OPP/Pages/UpcomingSeminars.aspx>

The economy as well as global competition has changed the way businesses look at talent.  Learn how to create and implement a *Personal Strategic Plan* (PSP) focused on your career development.  Understand senior leadership's perspective and what you can and can't expect from your employer.  Examine how change and working in a dynamic environment can assist you with career advancement if you learn to identify and manage political plays and power swaps.  
  
Executives and business leaders will be provided with a comprehensive framework to help make clear, personal choices concerning their career within a strategic framework that provides a consistent, repeatable process for growth, value creation and career renewal.  Emphasis will be placed on both the formulation of your personal strategic plan as well as on the effective execution of the plan.

*Dates:* June 6, 2013 *Location*: St. Louis - Charles F. Knight Executive Education Center

*Cost:* $750

*Contact Number:* (314) 935-9494

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### Women’s Leadership Certificate

<http://www.olin.wustl.edu/executiveeducation/CertificatePrograms/WomensLeadershipForum/Pages/default.aspx>

Olin designed the Women’s Leadership Forum Certificate in response to an ex­pressed need by corporate executives to identify and develop high potential wom­en. Get the tools you need to strive for high-level corporate leadership positions with Washington University’s *Women’s Leadership Forum Certificate Program.* Confidently accept new challenges amid dynamic organizational and group re­lationships. Research shows that corporations with more women in high levels of leadership can powerfully impact the future success of the company. Sponsor­ing participants in the Women’s Leadership Forum will also help organizations with employee satisfaction, talent acquisition and talent management. *Women’s Leadership Forum* program topics are built around skills identified by female executives as necessary for women who aspire to executive levels of leadership. Successful completion of the program will result in a Certificate in Women’s Leadership Forum issued by Washington University in St. Louis, Olin Business School.

The skills developed in this program are:

- Building alliances and influence

- Conflict management

- Negotiation

- Strategic communication amid dynamic organizational and group relationships

- Team facilitation

*Dates: Six one-day sessions:* December 11, 2012; January 17, 2013; February 21, 2013; March 21, 2013; April 25, 2013  
*Location*: St. Louis - Charles F. Knight Executive Education Center

*Application Deadline: TBD  
Cost:* $6000

*Contact Number:* (314) 935-7583

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## Wharton—University of Pennsylvania

### The Leadership Edge: Strategies for the New Leader

<http://executiveeducation.wharton.upenn.edu/open-enrollment/leadership-development-programs/the-leadership-edge.cfm>

***The Leadership Edge*** uses a range of approaches to help you advance your leadership capabilities. A combination of lectures, group discussions and projects, assessments, networking, and experiential learning will ensure that you acquire and are able to test key concepts and skills.

This program will strengthen your leadership capabilities by deepening your knowledge of yourself, your team, and your work environment. You will develop a wider context in which to make decisions, and be better equipped to navigate critical leadership challenges ahead.

In this program, session topics will include:

* Identifying your preferred leadership style
* Understanding and managing conflict
* Leading with emotional intelligence
* Building organizational culture
* Conducting After-Action Reviews
* Managing growth

*Program Date: April 29-May 2, 2013*

*Program Tuition: $8,500 USD*

*Contact Name: Katrina S. Clark*

*Contact Number: 215-898-1776*

*Contact Email –* [*execed@wharton.upenn.edu*](mailto:execed@wharton.upenn.edu)

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### The Leadership Journey: Creating and Developing Your Leadership

<http://executiveeducation.wharton.upenn.edu/open-enrollment/leadership-development-programs/creating-developing-leadership.cfm>

*The Leadership Journey* revitalizes your leadership skills with practical wisdom drawn from the issues great leaders faced during critical moments in history, team exercises, case discussions, computer simulations, physical challenges, Shakespearian drama, and a battlefield visit. You will learn the imperatives of effective leadership and decision-making — knowledge that is pivotal to your future and that of your organization.

Economies around the world will continue to shift in the months ahead, triggering an ongoing barrage of new challenges. What made you successful as a leader in the past may not ensure your success in the future. Reinvigorate your leadership with new knowledge — knowledge that you can leverage to lead your organization successfully in aggressive global markets.

This program immerses you in an experiential process of redefining yourself as a leader. By challenging your current assumptions about leadership, you will discover what to keep, what to change, and what to develop in yourself as a leader. Through decision-making simulations, exchanging perspectives with your peers, and walking in the actual footsteps of great leaders in history, you will emerge with a fresh approach to leadership and the decision-making capabilities that characterize all great leaders.

In this program, session topics will include:

* Question the shelf-life of your leadership style and ensure your relevance, competencies, and the timeliness of your strategic vision in a close examination of your leadership.
* Deconstruct great leadership moments in history to build a solid foundation for your future as a leader.
* Build a global network of peers to gain multiple perspectives, explore ideas, and discuss challenges.

*Program Date: May 5-10, 2013, September 15-20, 2013*

*Program Tuition: $11,000 USD*

*Contact Name: Katrina S. Clark*

*Contact Number: 215-898-1776*

*Contact Email –* [*execed@wharton.upenn.edu*](mailto:execed@wharton.upenn.edu)

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### High-Potential Leader: Accelerating Your Impact

<http://executiveeducation.wharton.upenn.edu/open-enrollment/leadership-development-programs/High-Potential-Leaders.cfm>

This program exposes you to the leading minds in leadership development, strategy, management, and execution. Together with high-potentials from around the globe, you will explore what is at the heart of effective leadership, define your philosophy as a leader and align your role with your key objectives, view strategy from multiple perspectives, learn how to manage uncertainty, and put your leadership into action through execution. The program pushes you to think deeply about change — within yourself and your organization.

*High-Potential Leaders* prepares you to deliver results. You will examine leadership from the inside out, learn how to use emotional intelligence more effectively to engage and inspire your team, and develop a finely tuned strategic approach to your leadership challenges. To help you stay on track for implementing what you learn, you will develop a plan that maps out your progress.

In this program, you will:

* Deliver sustainable results driven by your greatest capabilities and purpose as a leader.
* Develop the strategic acumen required of global leaders.
* Build more effective and productive relationships based on intelligent use of your emotions.
* Create action plans that commit to immediate and long-term change and growth.

*Program Date: April 22-26, 2013, October 14-18, 2013*

*Program Tuition: $12,500 USD*

*Contact Name: Katrina S. Clark*

*Contact Number: 215-898-1776*

*Contact Email –* [*execed@wharton.upenn.edu*](mailto:execed@wharton.upenn.edu)

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### Leading Organizational Change

<http://executiveeducation.wharton.upenn.edu/open-enrollment/leadership-development-programs/leading-organizational-change-program.cfm>

*Leading Organizational Change* is a hands-on course that offers valuable insights from research and practice to enrich your leadership of specific change initiatives. The program offers frameworks, models, and perspectives on leading change that you can apply immediately. You'll examine the factors that trip up promising organizational transformations and the strategies that can make them more successful. You'll gain a better grasp of the individual, interpersonal, group, and system design issues involved in making you a more effective change agent in your organization.

Participants who lead change design and/or implementation will advance their understanding of the dynamics and challenges involved in change, as well as specific approaches to leading themselves, others, and their organizations through the change process. Participants who bring specific challenges or projects to the program will find direct applications of program content. Faculty use a mix of workshops, experiential simulations, team sessions, interactive lectures, and cases. Enrollment is limited to allow for an environment conducive to interaction.

In this program, you will:

* Gain key frameworks, approaches, and knowledge for improving the change process based on current research and best practice.
* Develop knowledge of the strategic, organizational, and personal challenges of successful change.

*Program Date: March 11-14, 2013, December 3-6, 2013*

*Program Tuition: $8,300 USD*

*Contact Name: Katrina S. Clark*

*Contact Number: 215-898-1776*

*Contact Email –* [*execed@wharton.upenn.edu*](mailto:execed@wharton.upenn.edu)

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### Innovation for Growth: Strategies and Best Practices

<http://executiveeducation.wharton.upenn.edu/open-enrollment/strategy-management-programs/innovation-and-growth-strategies.cfm>

This program offers a multidisciplinary view of successful innovation, from specific tools for immediate application to broader insights that will challenge the way you design innovation processes. With both market and technology perspectives, it will help you focus on innovations that deliver the most value to customers to generate the most value for your firm.

The program's workshop approach gives you hands-on experience in redesigning both the "what" and the "how" of innovation in your organization. Through group dialogs, interactive lectures, case studies, and projects drawn from your own company, you'll gain insights and perspectives from world-class faculty and an accomplished group of fellow innovation leaders from around the globe. You'll gain inside access to the latest best practices — from innovative companies such as P&G, as well as research from Wharton's Mack Center for Technological Innovation, which leads one of the largest ongoing research projects on managing emerging technologies. Faculty provide perspectives on developing market-driven strategy, understanding new-product development successes and failures, improving "peripheral vision" to sense emerging opportunities, and engaging in value innovation to capitalize on new market space.

In this program, you will:

* Better target your innovation resources and improve your innovation processes to achieve the most impact.
* Develop a broad, well-grounded view of innovation that goes beyond products and technology into organizational issues plus the design of innovation ecologies.
* Gain a toolkit of diverse approaches and best practices for encouraging innovation, including value innovation and "Connect and Develop" strategies.
* Rethink your "innovation DNA" to architect and lead innovation across your organization.

*Program Date: June 17-20, 2013, November 11-14, 2013*

*Program Tuition: $8,000 USD*

*Contact Name: Katrina S. Clark*

*Contact Number: 215-898-1776*

*Contact Email –* [*execed@wharton.upenn.edu*](mailto:execed@wharton.upenn.edu)

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### Innovation Tournaments

<http://executiveeducation.wharton.upenn.edu/open-enrollment/strategy-management-programs/innovation-tournaments.cfm>

*Innovation Tournaments* provides a hands-on environment for you to learn how to run and manage the process of innovation. This three-day program will provide you with the tools and techniques to identify outstanding opportunities for top-line growth, transforming the innovation culture of your organization.

In three days, Christian Terwiesch and Karl Ulrich will teach you how to lead successful innovation tournaments in your organization. You will begin with the planning stage, designing a tournament that complements your firm’s strategy. And since ideas have no value without execution, you will learn how to select options based on their potential for top-line growth and how to move them through the development and design process. No matter the size of your organization or its history with top-line growth, *Innovation Tournaments* will help you develop a more robust and highly effective culture of innovation — one that will yield a continuous stream of exceptional ideas well into the future.

In this program, session topics will include:

* Generating Internal Sources
* Screening Opportunities
* Pulling Opportunities from Strategy
* Structuring the Innovation Funnel
* Governing and Organizing Innovation

*Program Date: March 18-20, 2013*

*Program Tuition: $7,600 USD*

*Contact Name: Katrina S. Clark*

*Contact Number: 215-898-1776*

*Contact Email –* [*execed@wharton.upenn.edu*](mailto:execed@wharton.upenn.edu)

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## Worcester Polytechnic Institute

### Advanced Program Management Certificate

<http://cpe.wpi.edu/apm.html>

Today’s programs are larger and more complex than ever and the need for highly skilled program managers is growing exponentially. While hands-on experience is invaluable, it is also essential to learn from seasoned professionals who can help you bring your game to the next level. Enrolling in WPI’s *Advanced Program Management Certificate* can help experienced program managers to become more efficient and proficient at managing challenging projects and programs. Attendees should have completed at least a project management discipline workshop or have reasonable background/experience in program management and managing multiple and/or high value projects.

**Topics**

* Effective Program Management
* Virtual Leadership: Managing Offsite Remote and Global Teams
* Recovering Troubled Projects
* Best Practices in Change Management

*Dates*: 6 non-consecutive days, April 9, 10, 17, 23, 24 and May 1, 2013

*Location*: Courtyard by Marriott, Marlborough, MA

*Costs*: $4,770

***\*For more information, please contact 508.831.5517 or email at*** [*cpe@wpi.edu*](mailto:cpe@wpi.edu)

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### The Innovator’s MBA

<http://www.wpi.edu/academics/business/mba.html>

WPI’s MBA is flexible to suit busy lives and different learning styles. The program features a set of ten core courses, designed to develop the skills managers need to develop business opportunities, analyze and improve business performance, and become leaders. In addition, the program includes two integrating project experiences.

*BusinessWeek*rankedWPI’s MBA program # 1 in the Northeast and #8 in the U.S.

*Courses:* For graduate course catalog, [click here](http://www.wpi.edu/academics/business/gradcourses.html)

*Location:* Worcester, MA

*Costs: $*1,239 per credit

*Learning Options:* [Cohort Track](http://www.wpi.edu/academics/business/32-months.html), [Evening Track](http://www.wpi.edu/academics/business/mba-classroom.html) or [Flex Track](http://www.wpi.edu/academics/business/mba-online.html)

***\*For more information on this program please contact 508.831.5517 or email at*** [***cpe@wpi.edu***](mailto:cpe@wpi.edu)

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### Master of Science in Innovation Leadership

<http://cpe.wpi.edu/innovation.html>

WPI On-Site Education that Taps the Country's Oldest Values: Leadership and Innovation. Innovation is an essential way for companies to accelerate the pace of change in today's global business environment. Commentary in the news, from business leaders and industry analysts all agree that innovation is one of the top drivers of growth for companies in the next decade. Successful individuals in the new economy will move beyond a focus on traditional product and service categories to pioneer innovations in business processes, software engineering, distribution, value chains, business models, and management functions.

*Courses:* For graduate course catalog, [click here](http://www.wpi.edu/academics/business/gradcourses.html)

*Location:* On-site or Blended

*Costs: $*1,239 per credit

***\*For more information on this program please contact 508.831.5517 or email at*** [*cpe@wpi.edu*](mailto:cpe@wpi.edu)

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## Xavier University

### Business Writing for Results

<http://xavierleadershipcenter.com/programs/business-writing-for-results/>

Business Writing for Results is a highly participative workshop that enables you to write effective emails, letters and reports.  Through this hands-on program will learn to write, edit and proofread more quickly, easily and confidently, thus making your day-to-day responsibilities that much easier to accomplish. With detailed, step-by-step instructions on making the most of every communication, participants will learn how to develop a reader-centered approach to writing that both grabs and keeps reader’s attention and influences them into positive action.  You will develop small-step practices that help you sustain good writing habits throughout your business career.

*Dates:* May 14, 2013 *Application Deadline:* May 7, 2013

*Costs:* $595 USD

*Contact Number:* 513-745-3396 or 800-982-2673

*Location:* Xavier University, Cincinnati, Ohio

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### Change Leaders Toolkit

<http://xavierleadershipcenter.com/programs/change-leaders-toolkit-2/>

Change Leadership is one of the most important skills business professionals can master in today’s fast-paced marketplace.  This program focuses on helping leaders engage and inspire others to be part of the change process and feel ownership for success.  

***Change Leaders Toolkit*** is a hands-on program, focused completely on specific changes that participants are leading in their organizations. Leaders practice applying tools for facilitating change, so they can immediately use tools from this program to make a difference in their organization, and impact the success of their change initiatives.

*Dates:* March 6, 2013 *Application Deadline:* February 27, 2013

*Costs:* $595 USD

*Contact Number:* 513-745-3396 or 800-982-2673

*Location:* Xavier University, Cincinnati, Ohio

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### Implementing Innovation

<http://xavierleadershipcenter.com/programs/implementing-innovation/>

According to a study by Booz & Co., companies who linked innovation to the organization’s business strategy, and developed a culture to support innovation goals experience better business results.  Implementing Innovation helps you become an internal expert on the topic of innovation – what it is, how it works, and what it takes to be successful.  This program enables you to bring innovation to the forefront in your organization, by understanding and analyzing different types of innovation models.  You will determine which approach fits with your own innovation program.  Each participant will create an innovation “manifesto,” a roadmap on how you plan to introduce and apply innovation to solve key challenges within your organization.

*Dates:* March 20, 2013 *Application Deadline:* March 13, 2013

*Costs:* $595 USD

*Contact Number:* 513-745-3396 or 800-982-2673

*Location:* Xavier University, Cincinnati, Ohio

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### Leadership Foundations Certificate Program

<http://xavierleadershipcenter.com/programs/leadership-foundations-certificate/>

The Leadership Foundation Certificate is a hands-on, multi-layered learning experience.  The overall approach is to provide framework for understanding of *who you are as a leader, where you want your team or organization to go, and how you are going to get there.*

There are 3 components to the program:

**Part I. The 5-Day Essential Leadership Experience** – Includes 5 days of core leadership curriculum held with a single cohort group from diverse industries and experiences.  This program provides an opportunity for peer-to-peer learning, which we believe is essential for leadership development.  The core curriculum is designed to enhance your effectiveness as a leader by developing capabilities in the areas of personal leadership, implementing strategy, influencing others, effective coaching and mentoring and leading sustainable change.

**Part II. The 3-Day Individual Experience Electives** – Participants choose any 3 single-day electives.  This allows participants to customize their leadership and learning experiences to address their specific needs and situations.  The 3 days of electives include areas such as communication, management skills, leadership development, innovation and change, as well as business fundamentals.  (See Program Outline for list of eligible programs.)

**Part III. Leadership in Action Project** – To help you frame your learning and apply it to your work when you complete the Leadership Foundations Certificate, there is a hands-on Leadership In Action Project.  This begins with a personal assessment of your leadership strengths, and ends with a leadership roadmap.

*Dates:* January 29-February 25, 2013 *Application Deadline:* January 15, 2013

*Costs:* $4,850 USD

*Contact Number:* 513-745-3396 or 800-982-2673

*Location:* Xavier University, Cincinnati, Ohio

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### Managing with Different Leadership Styles

<http://xavierleadershipcenter.com/programs/managing-with-different-leadership-styles/>

As leader and manager of others, you probably recognize that there are some circumstances where you need to do a lot of hand holding and telling people exactly what to do.  Maybe you are working with an inexperienced group or team that does not know how to get where you want them to go.  Conversely, working with a very experienced, knowledgeable group of requires a different approach.

In ***Managing with Different Leadership Styles***, you will develop an understanding of the key considerations that determine which leadership approach will be most effective to accomplish your goals.  This engaging program combines facilitated hands-on learning opportunities with supplemental “Action Experience” activities to try after completion of the program.  Specifically, individuals practice assessing situations, choosing and applying styles and debriefing outcomes.  This pragmatic approach allows participants to experiment, build upon past learning, and apply flexible leadership concepts to specific situations and challenges

*Dates:* May 1, 2013 *Application Deadline:* April 25, 2013

*Costs:* $595 USD

*Contact Number:* 513-745-3396 or 800-982-2673

*Location:* Xavier University, Cincinnati, Ohio

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### Strengths-Based Leadership

<http://xavierleadershipcenter.com/programs/strengths-based-leadership-3/>

Nearly a decade ago, Gallup unveiled the results of a landmark 30-year research project that ignited a global conversation on the topic of strengths. More than 7 million people have since taken Gallup’s ***StrengthsFinder*** assessment.  ***Strengths Based Leadership*** applies this remarkable work done by Gallup to the leadership arena.  Led by Dr. Tim Kloppenborg, a ***Certified Strengths Based Facilitator***, this program challenges leaders to assess, understand and maximize their own strengths and invest in developing the strengths of others.

***Strengths Based Leadership*** includes an in-depth assessment of your leadership strengths, and helps you integrate the results of this assessment with your specific business goals.  There are opportunities to focus and practice how to leverage your individual strengths, through role playing and hands on activities, allowing for learning in a low risk environment.

*Dates:* May 15, 2013 *Application Deadline:* May 8, 2013

*Costs:* $595 USD

*Contact Number:* 513-745-3396 or 800-982-2673

*Location:* Xavier University, Cincinnati, Ohio

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# ECQ 2: Leading People

This core qualification involves the ability to lead people toward meeting the organization's vision, mission, and goals. Inherent to this ECQ is the ability to provide an inclusive workplace that fosters the development of others, facilitates cooperation and teamwork, and supports constructive resolution of conflicts.

## Alvernia University

Fulfill a lifelong goal. Make an original contribution. Gain the confidence and credentials to teach, publish, consult, or lead. Alvernia University's doctoral program is designed to help you pursue your passions.

In Alvernia University's Doctor of Philosophy program, you will acquire advanced theoretical and practical knowledge, along with leadership skills that will position you as an expert in your field. Although our doctoral program is designed to develop accomplished scholar-practitioners, there are some distinct differences in the three area of concentrations of the program (Community, Corporate, and Education). Students are forever changed by their Alvernia University doctoral program experience.

Get your Ph.D. degree on time and on target.

With three semesters a year, our Ph.D. program lets you earn your degree at a faster pace than traditional programs. To help fit a student's busy lifestyle, classes meet once a week per semester. Classes meet on Monday night during the first year, and then rotate to Tuesday for the second year, and Wednesday for the third year (5:30 p.m. to 10:30 p.m.).

All students are admitted for the doctoral program beginning end of August. It is expected that students will complete their program in five to five-and -a-half years with a limit of seven years. Students typically spend approximately two-and-a-half to three years on course work, and another two to two-and-a-half years on their dissertation.

### Ph.D. Program in Leadership

<http://www.alvernia.edu/academics/graduate/phd/index.html>

*Courses*:For course descriptions, [click here](http://www.alvernia.edu/academics/graduate/phd/courses.html)*.*

*Dates*: Enrollment occurs each Fall 2013, with an application deadline of June 30

*Location:* Alvernia University (Reading, PA)

*Cost:* $835 per credit

*Apply:* To apply online for the Fall Cohort, [click here](http://www.alvernia.edu/gradcs/programs.html). Applications are due June 30, 2013.

**For more information on this program, please contact: 610-790-1924, Visit our website, or go to** <https://crm.orionondemand.com/crm/forms/G0A71c868670x6700kI68L>

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## Bradley University

### Building Leaders

<http://lydia.bradley.edu/edc/public/bl.shtml>

Building Leaders is a 2½-day workshop for emerging leaders. It’s a life-changing experience!

Join us for a no-holds barred exchange where emerging leaders will explore and stretch their leadership assumptions, share experiences, expand their perspective, and enhance their leadership skills. In this interactive program, participants develop capabilities in:

* Trust Building
* Character Alignment
* Positive Conflict Interactions
* Change Management
* Interpersonal Communication and Emotional Skills

Participants will complete a battery of [leadership assessments](http://lydia.bradley.edu/edc/public/bl_leadership_assessments.shtml), including 360-degree feedback. [Individual Coaching](http://lydia.bradley.edu/edc/public/bl_individual_coaching.shtml) is offered to each participant and will take place after the program.

*Dates*: April 10-12, 2013

*Location*: Peoria NEXT Innovation Center, Peoria, IL

*Fee*: Early Bird Registration Fee**-**$1,950

Fee after March 15, 2013**-**$2,150

*Contact*: Toll-Free: 888-409-4740; 309-677-4420

### Maximizing Your Leadership Potential

<http://www.bradley.edu/edc/public/fol.shtml>

This program is designed to address the specific leadership challenges of early-career managers and supervisors; it will equip you to achieve lasting, sustainable results through people.  This program immerses participants in four fundamental areas:  self-awareness, learning agility, communication, and influence.  In addition, you will work on two issues that are particularly challenging for most first-time managers:  managing conflict and building relationships.

Participants will receive the benefits of a leadership assessment process and a private feedback session with a certified coach.

EDC is a network associate of the Center for Creative Leadership©.

As a result of MLP, participants are better able to:

* Identify strengths and weaknesses and have a plan to address them as necessary.
* Encourage and model effective communication.
* Display patience with others in difficult situations.
* Appreciate differences in others.
* Seek solutions not blame.
* Understand others’ perspectives.
* Pay attention to needs and motivations of others.
* Find ways to connect others’ needs to the needs of the organization.
* Provide constructive feedback.

*Dates*: March 6-8, 2013; May 8-10, 2013; September 11-13, 2013; December 4-6, 2013

*Location*: Chicago Summit Executive Centre, Chicago, IL

*Fee*: $4,100

*Contact*: Toll-Free: 888-409-4740; 309-677-4420

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BRODY Professional Development (BRODY)[**www.BrodyPro.com**](http://www.BrodyPro.com) **Main 215-886-1688**

Executive and Leadership CoachingBRODY offers short to long term (one-day to three or six-month) coaching options that combine face-to-face sessions with phone coaching. [Professional Certified Coach Marjorie Brody](http://www.brodypro.com/?page_id=974), and her team of certified coaches, works with seasoned executives, newly promoted managers, and others identified as having leadership potential. Coaching can help individuals or groups capitalize on existing strengths, and develop critical competencies necessary for future success.

What do athletes, actors, musicians, CEOs and other top performers have in common? They’ve benefitted from coaching. A study on the impact of executive coaching, by Manchester Inc., showed an average ROI of 5.7 times the initial investment – or a return of more than $100,000! Among the benefits for the companies that provided coaching were …

- Productivity (53%)                          - Reducing customer complaints (34%)  
- Quality (48%)                                  - Cost reductions (23%)  
- Organizational strength (48%)        - Retaining executives who received coaching (32%)  
- Customer service (39%)                 - Bottom-line profitability (22%)

When people feel confident, dedicated and successful, everybody wins. The BRODY Professional Development coaching process helps employees and leaders solve problems and find new ways to succeed. Coaching can lead to improved morale, enhanced communications, better results and greater profits.

**Skill-Based Coaching**When a specific need has been identified, BRODY’s team of coaches stands ready to help – one-on-one coaching from 1 hour to 10 hours, face-to-face sessions and/or over the phone. Standard Coaching Topics Include: Presentation Skills\*, Preparing for a Specific Presentation\*, Voice and Diction\*, Business Writing, Leadership Presence, Media Training, New Leader Onboarding, New Leader Assimilation, Giving Candid Feedback, Setting Staff Expectations, and much more.

*\*Available in Spanish*

**BRODY offers the following Coaching Options around the Executive Core Qualifications:**

|  |  |  |
| --- | --- | --- |
| **ECQ2 - Leading People** | **ECQ3 - Results Driven** | **EQ5 - Coalition Building** |
| * Move from Conflict to Collaboration 1:1 Coaching * Courageous Coaching 1:1 Coaching * Building Strong Teams and Team Building 1:1 Coaching * Understanding Behavioral Styles 1:1 Coaching * Bridging the Generational Gap  1:1 Coaching | * Accountability  1:1 Coaching | * Political Savvy  1:1 Coaching * Influencing Without Authority 1:1 Coaching * Winning Negotiations 1:1 Coaching |

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### Move from Conflict to Collaboration 1:1 Coaching

[www.brodypro.com](http://www.brodypro.com)

**Overview:** “I strongly disagree with that!” Well, that’s OK — not seeing eye-to-eye is a normal and healthy aspect of organizational life. However, poorly handled conflict can wreak havoc on your team’s productivity and morale. This BRODY coaching program will teach you how to manage disagreements effectively and confidently and how to apply powerful tactics to transform workplace conflicts into resolutions.

**Target Audience:** Individuals at any level who would like to manage disagreements more effectively.

**1:1 Coaching initiative with Sr. Training Facilitator/Coach (1-day face-to-face & 3 coaching calls):**

1. Initial 20-minute, pre-coaching call to discuss specific objectives & the coaching plan (& select dates)
2. 1-hour Coaching Conference call to begin coaching and address specific objectives
3. Full-day Face-to-Face Coaching Session to discuss, role play, practice and work on specific needs
4. 1-hour Follow-up Coaching Conference call to discuss homework, progress and wrap up

**Business Outcomes:** *As a result of these coaching sessions, participants will be able to:*

* Recognize the benefits of constructive disagreement, and differentiating disagreement from destructive conflict
* Choose the most appropriate conflict management strategy from five major modes taught in the program
* Use communication and listening skills to clear up misunderstanding and build trust
* Prepare for conflict by clarifying such factors as issues, priorities and relationships, and uncover misleading assumptions
* Footer 2011Manage their own and others’ emotional reactions

coaching training speaking webinars resources

Dates: All Dates TBD by participant

Location: TBD

Deadline: December 31, 2013

Program Tuition: $4,950 plus reasonable trainer travel

Registration: Online Registration not available for this course, please see contact # below

Contact Number: Tina at 215-908-4601 or 215-886-1688 [tina@brodypro.com](mailto:tina@brodypro.com)

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### Courageous Coaching 1:1 Coaching

[www.brodypro.com](http://www.brodypro.com)

It may not be easy, but coaching is necessary to make individuals and teams more successful, and, ultimately, get results. Coaching is more than giving feedback and advice. Our definition of “coaching” is … Saying the right thing and asking the right questions to the right people at the right time, in the right manner. Being “courageous” is offering coaching when it isn’t easy or comfortable.

Marjorie Brody’s “Courageous Coaching” 1:1 coaching program addresses the four reasons why managers say giving coaching to direct reports can be so difficult: Fear, Time, Assumptions, and Don’t know how. These interactive coaching sessions will help attendees eliminate these excuses. Marjorie will provide coaching models, and the chance to practice them, so they can be applied to your environment.

**1:1 Coaching initiative with Marjorie Brody, Certified Coach (1-day face-to-face & 3 coaching calls):**

1. Initial 20-minute, pre-coaching call to discuss specific objectives & the coaching plan (& select dates)
2. 1-hour Coaching Conference call to begin coaching and address specific objectives
3. Full-day Face-to-Face Coaching Session to discuss, role play, practice and work on specific needs
4. 1-hour Follow-up Coaching Conference call to discuss homework, progress and wrap up

**Business Outcomes:** *As a result of these coaching sessions, participants will be able to:*

* Tackle the fear factor
* Manage time better, setting aside time regularly, so coaching doesn’t seem such an onerous task, and focus more on top performers
* Eliminate assumptions and look for ways to help people move through their gaps as longevity doesn’t equal understanding job roles or new products
* Ask questions that get people thinking differently
* Give feedback that is really specific and honest they can make changes – eliminating the “I don’t know how” excuse

**1:1 Coaching Outline/Activities:**

* Activity: benefits of coaching from the coachee’s perspective
* Eliminate excuses: Fear, assumptions and lack of time
* Discussion of coaching models
* Practice client-supplied coaching scenarios and receive feedback

Dates: All Dates TBD by participant

Location: TBD

Deadline: December 31, 2013

Program Tuition: $5,000 - $6,000 see below

Registration: Online Registration not available for this course, please see contact # below

Contact Number: Tina at 215-908-4601 or 215-886-1688 [tina@brodypro.com](mailto:tina@brodypro.com)

**Investment: With Marjorie Brody, Owner (Based on location)**

$5,000 if client meets at the BRODY Professional Development office in Jenkintown, PA – or

$6,000 if sessions are held at the client’s site/agreed upon location; plus reasonable trainer travel

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### Building Strong Teams and Team Building 1:1 Coaching

[www.brodypro.com](http://www.brodypro.com)

Every team is unique. That’s why BRODY’s team building process is developed around each team’s unique needs. Our facilitators work to gain an in-depth understanding of team dynamics, and customize every coaching program to help the team grow stronger than the sum of its parts.

**1:1 Coaching initiative with Sr. Training Facilitator/Coach (1-day face-to-face & 3 coaching calls):**

1. Initial 20-minute, pre-coaching call to discuss specific objectives & the coaching plan (& select dates)
2. 1-hour Coaching Conference call to begin coaching and address specific objectives
3. Full-day Face-to-Face Coaching Session to discuss, role play, practice and work on specific needs
4. 1-hour Follow-up Coaching Conference call to discuss homework, progress and wrap up

**Business Outcomes:** *As a result of these coaching sessions, participants will be able to:*

* Articulate the goals and strategy that drive their team’s performance
* Clarify roles within and between teams to create ownership of results
* Identify processes that are needed or improve ones that exist to streamline work flow and communication
* Engage in critical conversations to increase feedback and mutual accountability

Dates: All Dates TBD by participant

Location: TBD

Deadline: December 31, 2013

Program Tuition: $4,950 plus reasonable trainer travel

Registration: Online Registration not available for this course, please see contact # below

Contact Number: Tina at 215-908-4601 or 215-886-1688 [tina@brodypro.com](mailto:tina@brodypro.com)

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### Understanding Behavioral Styles 1:1 Coaching

[www.brodypro.com](http://www.brodypro.com)

Overview: The ability to collaborate with, influence or persuade others depends largely on how well we can see their perspective and adapt our approach accordingly. We must be able to identify the strengths and challenges of differing behavior styles.

This BRODY coaching program gives participants a unique opportunity to gain insight into their own dominant style, and how they click or clash with other styles.

**The result?** Reduced misunderstandings and more productive, successful relationships with clients, colleagues and cross-functional teams.

**1:1 Coaching initiative with Sr. Training Facilitator/Coach (1-day face-to-face & 3 coaching calls):**

1. Initial 20-minute, pre-coaching call to discuss specific objectives & the coaching plan (& select dates)
2. 1-hour Coaching Conference call to begin coaching and address specific objectives
3. Full-day Face-to-Face Coaching Session to discuss, role play, practice and work on specific needs
4. 1-hour Follow-up Coaching Conference call to discuss homework, progress and wrap up

**Business Outcomes:** *As a result of these coaching sessions, participants will be able to:*

* Appreciate the critical role of, and differences among, behavioral styles
* Understand their own dominant behavioral styles, and the related strengths and risks
* Identify others’ behavioral styles and adapt their own to be more effective at communicating, motivating, persuading, and working together

Dates: All Dates TBD by participant

Location: TBD

Deadline: December 31, 2013

Program Tuition: $4,950 plus reasonable trainer travel for Senior Training Consultant OR

$5,500 for Marjorie Brody, Certified Coach and Owner

Registration: Online Registration not available for this course, please see contact # below

Contact Number: Tina at 215-908-4601 or 215-886-1688 [tina@brodypro.com](mailto:tina@brodypro.com)

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### Bridging the Generational Gap 1:1 Coaching

[www.brodypro.com](http://www.brodypro.com)

Overview: Corporate America is now experiencing the largest diversity in age groupings represented in the workplace than at any other time in U.S. history. With this diversity comes a new leadership challenge — successfully bridging the generation gaps at work.

In this coaching session, you’ll deepen your understanding of the differences that divide the generations, and learn how you can leverage them to enhance team and organizational success

**1:1 Coaching initiative with Sr. Training Facilitator/Coach (1-day face-to-face & 3 coaching calls):**

1. Initial 20-minute, pre-coaching call to discuss specific objectives & the coaching plan (& select dates)
2. 1-hour Coaching Conference call to begin coaching and address specific objectives
3. Full-day Face-to-Face Coaching Session to discuss, role play, practice and work on specific needs
4. 1-hour Follow-up Coaching Conference call to discuss homework, progress and wrap up

**Business Outcomes:** *As a result of these coaching sessions, participants will be able to:*

* Learn about the three main generations in America’s workforce, and how they each shape their members’ views at work, buying behaviors, communication styles, and other crucial areas.
* Identify general characteristics displayed by each generation in the workplace
* Recognize and successfully manage common sources of conflict between generations
* Motivate and manage a multi-generational team

Dates: All Dates TBD by participant

Location: TBD

Deadline: December 31, 2013

Program Tuition: $4,950 plus reasonable trainer travel

Registration: Online Registration not available for this course, please see contact # below

Contact Number: Tina at 215-908-4601 or 215-886-1688 [tina@brodypro.com](mailto:tina@brodypro.com)

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## Brookings Institution

### Creating High-Performance Teams

<http://www.brookings.edu/about/execed/programs/highperfteams>

Teams are essential to solving today’s complex, high-profile problems and piloting new initiatives and innovations. However, it takes great skill to shape, guide, and facilitate group processes. Government executives and managers must be able to delegate authority and responsibility within the team in a way that develops good collaborative skills and new leaders among the team members. They need to integrate the work of a wide variety of teams into organizational outcomes and future planning.

In this course, you will learn the basic steps needed to build effective teams and sustain high performance over time. In addition, the program will help you frame your team’s goals, empower members and facilitate internal group dynamics to optimize team performance. The course objective is to help you leverage organizational capacity by creating high-performance teams.

This program will help you:

* + Understand the role of trust and conflict in effective teams
  + Design and lead initiatives to enhance team performance
  + Diagnose progress toward team goals, supporting teams in obtaining resources and expertise to achieve results
  + Develop the collaborative skills of team members as a leadership development strategy
  + Recognize different forms of teamwork

*Dates:*  April 3-4, 2013

*Location:* Brookings Institution (Washington DC)

*Cost:* $1,895

**For more information on this program or for additional dates please contact: (800) 925-5730**

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### Global Leadership: Leveraging Differences

<http://www.brookings.edu/about/execed/programs/globalleadership>

The 21st century has created an entirely new context in which to lead. A globalized and mobile society, an unprecedented pace of change, and complex and seemingly intractable problems present new challenges and opportunities for today’s executive. Increasingly, public leaders are called upon to be “globally competent,” understand many cultures, and leverage this knowledge to create the vital organizations necessary for solving 21st-century problems.

Leveraging diversity is also increasingly important in the federal government for modeling the democratic principles of fairness and equity. Today’s public leaders must create climates in which differences are respected, valued, and maximized, thereby enhancing knowledge and enriching the creativity of public organizations. In this engaging two-day program, you will learn how diverse perspectives can keep organizational thinking flexible and responsive to changing circumstances, how inclusiveness can promote teamwork, and how differences can be leveraged to improve organizations’ productivity.

This program will help you:

* + Leverage multiple perspectives into organizational greatness
  + Demonstrate global breadth of perspective to work across cultures nationally and internationally
  + Employ open, broad participation processes in decision-making to produce more effective results

*Dates:*  May 13-14, 2013

*Location:* Brookings Institution (Washington DC)

*Cost:* $1,895

**For more information on this program or for additional dates please contact: (800) 925-5730**

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### Public Leadership 21C

<http://www.brookings.edu/about/execed/programs/publicleadership>

Leading public organizations has never been more challenging. Faced with shrinking budgets, an aging workforce, and rapid change, public managers must build and hone a wide array of leadership skills to deliver on the promise of American life.

In the inspirational setting of Williamsburg, Va., you will explore the uniqueness of public leadership, appreciating the legacy you have inherited while developing strategies for the future. In addition to exploring your leadership potential, you will also learn how to develop your organizational savvy to help you prepare for more senior positions in your agency.

The course will be held at [Williamsburg Lodge](http://www.colonialwilliamsburgresort.com/visit/hotels/williamsburgLodge/index.cfm) at Colonial Williamsburg. This is a residential program; tuition includes lodging, all meals, and program materials.

This program will help you:

* + Enhanced ability to motivate followers and lead action
  + Practical tools to help you succeed at work
  + Greater understanding of your personal leadership style and how to play to your strengths

*Dates:* April 28-May 3, 2013; September 8-13, 2013

*Location:* Brookings Institution (Washington DC)

*Cost:* $4,950

**For more information on this program or for additional dates please contact: (800) 925-5730**

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### Strategies for Conflict Resolution

<http://www.brookings.edu/about/execed/programs/conflictres>

Conflict is inevitable in the workplace. The effective management and resolution of these conflicts can be the impetus for constructive change but often require communication skills that many professionals have not developed. This course will consider the skills participants need to handle the difficult conversations that are necessary for resolving disputes.

The two-day program will focus on internal and external skills, including observing, monitoring, and modifying your own mindset and critical-thinking process as well as using and balancing the two  
communications forms of high-quality advocacy and inquiry when talking with others. Hands-on exercises, case studies linked to participants’ current work experience, and a sound model for creating the productive conversations needed to resolve conflicts will improve external and internal skills.

This program will help you:

* + Analyze personal, structural and other sources of conflict within the organization, and plan for long-term improvements
  + Diagnose organizational dynamics to avoid or minimize conflict
  + Use the creative energy that comes from tensions to create better ideas, systems, processes, and relationships

*Dates:* February 20-21, 2013

*Location:* Brookings Institution (Washington DC)

*Cost:* $1,895

**For more information on this program or for additional dates please contact: (800) 925-5730**

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## Center for Creative Leadership

### Maximizing Your Leadership Potential

**<http://www.ccl.org/leadership/programs/MLPOverview.aspx?pageId=3203>**

Getting results isn't a solo gig.

If you're **managing other people** for the first time, you know that the shift from successful individual contributor to effective manager can be tricky. As a first-time manager or supervisor, your perspective expands, your responsibilities increase, and your ability to achieve goals requires a **whole new level** of people skills. To be an effective leader, you need a solid grip on your own **leadership style**, strengths and weaknesses — as well as an **array of tactics** for getting the best performance out of others. **Maximizing Your Leadership Potential** addresses your specific leadership challenges and prepares you to **achieve results by leading others**.

Maximizing Your Leadership Potential is for first-time managers — managers of individual contributors. They may have been recently promoted or are experiencing new pressures within a current management role.

**Outcomes**

Maximizing Your Leadership Potential provides first-time managers and supervisors with practical steps they can take to:

* increase the commitment and engagement of the team
* build sustainable relationships and increase productivity
* leverage the power of conflict
* influence others by connecting their motivations and needs to the needs of the project

***Locations****:* Greensboro, NC; San Diego, CA; St. Petersburg, FL; Bradley University, Chicago, IL; College Park, MD

***Dates****:* ***For dates please click the link below\*****:* <http://solutions.ccl.org/Maximizing_Your_Leadership_Potential>

***Cost****:* $4,100

***To register****:* ONLINE- The secure, online registration process allows you to select your desired program date and location, provide your contact and payment information, and submit your form directly through our Web site. <http://solutions.ccl.org/Maximizing_Your_Leadership_Potential> . PHONE-Call Client Services at 1-800-780-1031.

For further questions about this program please contact: 1-336-545-2810

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### Leadership Development Program

<http://www.ccl.org/leadership/programs/LDPOverview.aspx?pageId=820>

If you are a mid-to-senior level manager - a **leader of managers** - you lead in what CCL calls "the middle zone." You operate up and down the organizational hierarchy, as well as across functions and silos. To achieve results, you must effectively manage people and processes.

Managing from the middle zone is about **connecting the strategy and the everyday work**. It's a demanding role for you and an essential role for the organization.

The **Leadership Development Program** is designed to address the **leadership tensions** inherent in leading in the middle zone. LDP builds the skills and confidence you need to **build commitment and translate strategy into effective action**.

LDP is for experienced managers who work in the "middle zone" of the organization. These managers are responsible for leading other managers and/or senior professional staff. They are operational, group or department managers who have several management-level direct reports and work with multiple peers, often across functions.

**Outcomes**

By applying the lessons of LDP, managers will be better equipped to handle the tensions and ever-shifting dynamics of leading in the middle zone. They will:

* Bridge the gap between senior management and the front line.
* Collaborate across the organization.
* Manage complexity.
* Leverage the experience gained from multiple life roles.
* Build resiliency for themselves and others.

***Locations*:** Greensboro, NC, Colorado Springs, CO, San Diego, CA,

***Dates: For dates please click the link below\****

<http://solutions.ccl.org/Leadership_Development_Program_(LDP)>

***Cost***: $6,900

***To register****:* ONLINE- Our secure, online registration process allows you to select your desired program date and location, provide your contact and payment information, and submit your form through our Web site <http://solutions.ccl.org/Leadership_Development_Program_(LDP)>**.** PHONE-Call Client Services at 1-800-780-1031.

For further questions about this program please contact: 1-336-545-2810

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## Columbia University

### High Impact Leadership

<http://www8.gsb.columbia.edu/execed/program-pages/details/4/HIL?sourceid=finder>

**Overview:** This program provides a profound understanding of how you are perceived as a leader in the context of your organization. Through a dynamic mix of lectures, discussions, 360-degree feedback, one-on-one coaching, and self-assessment tools, you learn concrete ways to improve your leadership abilities.

At the conclusion of this six-day program, you have an action plan for managing yourself and leading others to improved performance, and are more effective at communicating direction and inspiration that aligns people and objectives.

**Audience:** Upper-level executives with at least 10 years of experience who seek to enhance their leadership skills and management effectiveness within the context of their organization.

**Benefits:** Through 360-degree feedback, intensive one-on-one coaching, self-assessment tools, and small group work, you develop a realistic path to more effective leadership. You learn how to establish and communicate direction and inspiration that aligns people and objectives.

**Curriculum:** This program includes a 360- degree survey that collects feedback from the participant, their peers, direct reports and supervisors. Participants are provided a number of cases, readings and study questions prior to the program.

*Program Dates:*  June 2-7, 2013; September 15-20, 2013; December 8-13, 2013 *Application Deadline:* Rolling Admission depending on space; all pre-program assignments are due 1 month before the start date of the program *Location:* IBM Palisades Conference Center – Palisades, NY (residential)

*Program Tuition:* **$**10,750 USD

*Contact Number:* 212.854.0616

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### Columbia Senior Executive Program

<http://www8.gsb.columbia.edu/execed/program-pages/details/25/CSEP?sourceid=finder>

Senior executives operate in a world that is so unpredictable that reliance on traditional models is no longer the only answer. **The Columbia Senior Executive Program** (CSEP) is designed to provide them the knowledge and tools that will help them to lead from this higher level and make sense of complex environments.

Over the course of four weeks, **CSEP** provides in-depth sessions covering leadership and strategy, functional excellence, and global business issues. At the end of the program, participants emerge stronger and more focused leaders, better able to develop and communicate their vision and implement change.

Participants explore crucial issues and perspectives through faculty interaction, individual coaching, and collaboration with diverse peers, creating a new foundation for better leadership.

After graduating from CSEP, participants receive select alumni benefits from Columbia Business School and access to a vital, global community of leaders. The powerful lifelong learning process, alumni activities, and continued participation maximize the individual and organizational impact of the learning experience.

The same curriculum is offered in a 2x2 option for executives who might prefer two, two-week modules instead of the consecutive 26-day program.

*Dates*: Four consecutive weeks: April 28 - May 24, 2013; September 29 - October 25, 2013.

2x2 Option: April 28–July 19, 2013. This session consists of two modules (April 28 – May 10 and July 7– 19) with program work between modules.

*Location*: [Dolce Norwalk](http://www.dolce-norwalk-hotel.com/), Connecticut and New York City.

*Tuition*: Four consecutive weeks: $48,500

2x2 Option $52,000

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### General Management Leadership Program

<http://www8.gsb.columbia.edu/execed/program-pages/details/58/GMLP?sourceid=finder>

**The General Management Leadership Program** shortens the learning curve by developing the skills needed to achieve excellence as a cross-functional executive.  
  
During the program, you discuss the role of the General Manager with peers from across the world in various industries such as finance, manufacturing, and information technology. You learn how to maximize people and resources, develop a broader understanding of integration across functions, and make accurate projections to enhance your organization's effectiveness and profitability.   
  
Most importantly, you actively practice the skills essential to effective leadership such as questioning, listening, integrating, and communicating, and receive feedback on how to make improvements. You have the opportunity to experiment with new approaches during interactive sessions and to discuss your own professional challenges with the class and faculty. You explore how GMs utilize their emotions in business decisions, manage communications, and shift their view of the organization from working in the trenches to an overall perspective..

*Dates*: June 2-14, 2013; October 13-25, 2013

*Location*: Dolce Norwalk, CT (1 hour North of New York City)

*Tuition*: $26,250

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### Columbia Essentials of Management

<http://www8.gsb.columbia.edu/execed/program-pages/details/22/CEM?sourceid=finder>

In today's economy, when organizations become leaner, high-potential executives must broaden their business knowledge and develop leadership abilities to achieve results and accelerate their career opportunities.

**CEM** is designed to meet those needs. In only two weeks, this comprehensive program allows participants to build critical business foundations in strategy, marketing, and finance—all while developing leadership skills.

**Overview:** Interactive sessions and small-group work stretch your abilities and test your assumptions. Case discussions, simulations, workshop activities, and exercises provide the opportunity to apply your learning to actual business challenges.

An important focus of **Columbia Essentials of Management** is developing your self-awareness and your skills as a leader. How do people see you as a leader? How do you see yourself? Sophisticated assessment and feedback tools help you identify opportunities for improving your leadership capabilities as well as successfully manage individual and organizational performance

**Audience:** Mid-level executives who seek to further their leadership development & enhance business acumen.

**Summary of Benefits**

* Learn how to lead individuals and organizations through a constructive and effective change process.
* Develop your presence as a leader and your capacity to deliver powerful personal leadership messages.
* Explore the dynamics of leading and managing teams across borders and across cultures.
* Enhance your ability to analyze market and competitive forces and create winning strategies
* Consider various frameworks and concepts in marketing and brand management.
* Learn to use financial data to assess business performance and ensure sufficient cash to meet the organization's needs.

**Special Features**: Leadership Jazz is an involving and entertaining evening where music mixes with thought-provoking conversation to explore the improvisational world of jazz and its relationship to leadership and management techniques. Top musicians not only display their musical talent but also share their insights on such topics as collaboration and the importance of listening, and answer questions from participants. What emerges is a valuable discussion of the dynamics of individual excellence and constructive teamwork.

*Program Dates*: June9 – 21, 2013; November 3 – 15, 2013 *Application Deadline:* Rolling Admission depending on space  
*Location:* IBM Palisades Conference Center – Palisades, NY

*Program Tuition:* $24,450.00 USD

*Contact Number:* 212.854.0616

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### Columbia Management Institute

<http://www8.gsb.columbia.edu/execed/program-pages/details/76/CMI?sourceid=finder>

The **Columbia Management Institute** program is convenient option for executives to master fundamental management concepts. It is a comprehensive program focusing on essential business concepts in management, leadership, strategy, finance, and marketing.

The program is designed to be accessible for executives and entrepreneurs seeking an intense yet convenient learning experience by offering a 13-day program consisting of Friday and Friday and Saturday sessions over five months. This schedule not only allows executives living within commuting distance to New York City to continue working, but also provides them with tools they can implement immediately and realize the benefits in real time, adjusting and customizing their experience at Executive Education as needed along the way.

To help participants utilize their learning immediately in a way that will be meaningful for them, executives have the option to come with a specific real world project or problem from their organizations that they will work on, which is called the Applied Personal Project. During the 13 days, participants will collaborate with a team of their peers working on similar issues as well as with coaches to help them address their projects.

*Dates*: January 25 – May 18, 2013 *(Program held in nine modules*: January 25 – 26; February 8, 22; March 8 – 9, 22; April 5 – 6, 19; May 3, 17 – 18)

*Location*: [Columbia University Campus](http://www.columbia.edu/), New York City

*Tuition*: $22,400

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### Emerging Leader Development Program

<http://www8.gsb.columbia.edu/execed/program-pages/details/8/ELDP?sourceid=finder>

Specially developed for midlevel executives who are about to take on larger managerial responsibilities and need to expand their leadership capabilities. This program is a journey of self-reflection, practical applications, and change.

**Overview:** Across five days (six days for the residential session), ELDP will provide participants a wide range of learning opportunities. First, a 360-degree feedback tool, along with 1 on 1 consultation on results, allows participants take a greater look at the strengths and weaknesses in their leadership.

**Audience:** Designed for midlevel executives with fewer than 10 years of experience who seek to reinforce their potential with a strong foundation of skills and self-awareness.

**Summary of Benefits:**

* Learn to organize your thinking and successfully implement your plans
* Develop your ability to formulate effective strategy
* Gain insights into the strengths and weaknesses of your leadership style
* Analyze how organizational culture can impede or bolster success
* Learn to create an atmosphere that allows change and innovation to thrive

*Dates:* April 22 – 26, 2013; October 6 – 11, 2013

*Application Deadline:* None

*Location:* Columbia University, NY; Dolce Conference Center: Norwalk, CT.

*Cost:* $9,250.00 (Spring 2013 – non-residential); $9,850.00 (Fall 2013 – residential)

Contact Number: 212.854.0616

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### Personal Leadership and Success

<http://www8.gsb.columbia.edu/execed/program-pages/details/49/PLS?sourceid=finder>

**Overview:** This program takes the view that to succeed professionally one needs to develop another dimension of leadership consisting of the ability to understand and direct one's internal environment–goals, motivations, mindsets, and emotions.

This three-day program offers a distinctive approach that integrates recent findings in psychology, neuroscience, and cognitive behavior therapy with explorations of the inner lives of great achievers such as Mahatma Gandhi, Abraham Lincoln, and Nelson Mandela.

**Audience:** Designed for all levels of executives

**Benefits:**

* Learn what impact your internal environment has on your success
* Understand your current level of mastery over different aspects of your inner environment and how it compares with top performers
* Discover practical techniques to cultivate a winner's mindset that will allow you to perform at your optimum
* Implement techniques that further develop your personal leadership skills
* Personal reflections, group discussions and applications of personal leadership techniques
* Gain a deeper understanding of your core values and how to align your day-to-day behavior and priorities with these values
* Find ways to turn personal and organizational adversities into unique value-creating opportunities

*Dates:* July 23-25, 2013; December 10-12, 2013

*Application Deadline:* *Rolling Admission depending on space; pre-program assignments are due 2 weeks before the program start date*

*Location:* Columbia University, NY campus

*Cost:* $5,650.00

Contact Number: *212.854.0616*

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### Leadership Essentials

<http://www8.gsb.columbia.edu/execed/program-pages/details/45/LE?sourceid=finder>

The course is designed to help participants maximize their leadership potential in a minimum amount of time. During the program participants improve their abilities in such areas as team leadership, emotional intelligence, conflict management, and managing change—issues that organizations are facing more often in today's rapidly changing world.

**Overview:** over 2 days, LE focuses on several of the skills that great leaders possess. Participants will leave with insights into being better decision makers, negotiators, and agents of organizational change.

**Benefits:** In just two days, participants in **Leadership Essentials** take away several tangible benefits. They learn how to:

* Enhance emotional intelligence and apply it appropriately as a leader
* Strengthen the ability to lead and manage organizational change
* Improve decision making
* Negotiate more effectively
* Manage conflict constructively

There is no 360 offered for LE. Participants seeking a 360 feedback tool should be referred to HIL.

*Dates:* April 3 – 4, 2013; July 16 – 17, 2013; November 6 – 7, 2013

*Application Deadline:* None

*Location:* Columbia University, NY

*Cost:* $3,150.00

Contact Number: 212.854.0616

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### Senior Leaders Program for Nonprofit Professionals

<http://www8.gsb.columbia.edu/execed/program-pages/details/74/SLP?sourceid=finder>

**The Senior Leaders Program** is a unique and transformative experience, designed to help nonprofit leaders successfully develop their organizations' directions, policies, and programs.

It is a highly interactive 20-day program (four non-consecutive weeks, each with specific objectives) for senior executives that explores the foundations of management, helping participants to sharpen their skills in strategic management, finance, fund development, marketing, and organizational behavior.

The program provides participants the opportunity to step back, see the big picture, and develop an actionable plan. Through intensive exercises, faculty interaction, and collaboration with diverse peers, participants learn to integrate theory and practice, giving them tools that are immediately applicable at their organizations.

*Dates*: January 6 - April 12, 2013. Held in four modules: January 6–11; February 4–8; March 11–15; April 8–12

*Location*: [Columbia University Campus](http://www.columbia.edu/), New York City

*Tuition*: $8,750

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## DePaul University

### Effective Presentation and Communication Skills Certificate

<http://www.learning.depaul.edu/standard/content_areas/continuity_application/courselisting.asp?master_id=173&course_area=KMC&course_number=216&course_subtitle=00>

The ability to communicate effectively and present ideas clearly is perhaps the most important skill you need to have in order to be successful in any career. Good communication skills are key in many situations - whether you are making a presentation to potential clients, giving speeches at company events or just having an individual meeting with your supervisor.

The [Kellstadt Marketing Center's](http://www.learning.depaul.edu/standard/content_areas/continuity_application/heading.asp?heading_id=368) Effective Presentation and Communication Skills Certificate Program is designed to help you become a better, more effective presenter. Taught by [Dr. Joel Whalen](http://www.learning.depaul.edu/?ca=1&ci=40), a nationally acclaimed communications author, the program will help you learn how to make clear, concise presentations to audiences from 1 to 1,000. As one of the most outstanding presentation coaches available, Dr. Whalen will teach you how to manage speech anxiety, speak up in difficult situations, work effectively in teams, advance relationships, and build message packaging and delivery skills.

*Dates:* February 27 – March 20, 2013; May 16 – June 6, 2013 (This course takes place on Wednesdays from 6:00-9*:00pm)*

*Location:* Chicago Loop campus

*Cost:* $765 ($75 late fee applied to registrations after 2/20/13 and 5/9/13)

*Contact:* E-mail: [jmurray9@depaul.edu](mailto:jmurray9@depaul.edu); Telephone: (312) 362-5913

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### Strategic Management

**<http://www.learning.depaul.edu/standard/content_areas/continuity_application/courselisting.asp?master_id=978&master_version=1&course_area=MDC&course_number=141&course_subtitle=00>**

Skilled strategic management professionals establish and direct disciplined approaches to planning and execution that fits their organization by being practical, sustainable and cost effective. The Strategic Management Certificate Program gives you an understanding of the discipline of strategic management as a whole and breaks down the required phases and steps for planning, implementation and evaluation of strategy as a management process.

The 10-week program immerses you in the industry's most widely respected and universally applied practices in strategic management. Aligned with the Association for Strategic Planning (ASP) "Lead -Think-Plan-Act" Body of Knowledge, you will gain valuable experience and establish a pathway to [ASP Certification](http://www.eventling.com/index.php?file=certificate&companyId=7) as a [Strategic Planning Professional (SPP)](http://www.strategyplus.org/asp-certification/spp-certification.html), [Strategic Management Professional (SMP)](http://www.strategyplus.org/asp-certification/smp-certification.html) or association designation as a [Strategic Planning Associate (SPA)](http://www.strategyplus.org/asp-certification/sp-associate.html).

*Dates:* 2/6/2013 - 4/10/2013, Wednesdays, 7:00-8:30pm

*Location: Online*

*Cost: $1,495($75 late fee applied to registrations received after 1/30/13.)*

*Contact:* E-mail: [emcdonag@depaul.edu](mailto:emcdonag@depaul.edu); Telephone: (312) 362-5295

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## Emory University

### Developing Talent that Drives Organizational Success

<http://goizueta.emory.edu/executiveprograms/open_enrollment_programs/dates_fees.html>

*Developing Talent that Drives Organizational Success* enables participants to strategically plan, manage, and grow their leadership pipeline in three areas: talent identification, development, and retention.

**Learning Objectives**: After completing *Developing Talent that Drives Organizational Success*, you will have the ability to

* Understand your role and the role of the organization in implementing effective talent management practices
* Recognize which talent management practices are appropriate or best suited for your department and/or organizational context, and determine how they should be executed
* Execute talent management activities with your peers, direct reports, and others within your organization

*Dates*: May 15-16, 2013

*Cost*: $1,995

*Phone*: 404.727.2200  
*Website*: [www.EmoryExecEd.com](http://www.emoryexeced.com/)  
*Email*: [ExecutiveEducation@emory.edu](mailto:ExecutiveEducation@emory.edu)

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## George Mason University

### Leadership: Inventing the Future

**<http://som.gmu.edu/executiveeducation/upcoming/leadership-inventing-future/>**

Stimulating people to act and giving them the power to do so is one of the most important differences between companies that stagnate and those that develop and sustain a competitive edge.

Designed for individuals at all levels from top executives to emerging leaders, Leadership: Inventing the Future is a three-day program that expands leadership capacity, improving corporate performance and positioning organizations to thrive.

**You will:**

* Gain a direct access to being an effective, action-oriented leader
* Address the critical factors that drive human performance and creating value
* Move beyond hidden assumptions that block personal and organizational agility
* Create a climate of innovation and informed risk taking
* Mobilize people to generate and implement far-reaching, substantive change
* Earn up to 28 CPE credits
* Participants gain fresh perspectives and enhanced ability to lead people successfully in taking on the company’s future as their own—creating the generative force of the organization.

*Date:* April 9 – 12, 2013

*Location:* Mason Inn Conference Center and Hotel (Fairfax, VA)

*Fees:* $3,340 (meals only); $3,920 (with meals and lodging)

*Contact:* 703-993-9801 or [execprog@gmu.edu](mailto:execprog@gmu.edu)

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## George Washington University

### Becoming Conflict Competent Certification Program

<http://business.gwu.edu/eep/openenrollmentprograms/becoming-conflict-competent.cfm>

Conflict is an inevitable part of organizational life. Depending on how people manage it, conflict can either be a resource for creative problem solving or a drag on productivity and morale. If conflict is causing problems in quality of service or retention of good employees you’re experiencing the wrong kind of conflict. If people are afraid to voice important differences and rigorously debate issues, you are missing out on the opportunities inherent in conflicts. To “become conflict competent” incorporates the renowned [Conflicts Dynamics Profile® (CDP) instrument](http://www.conflictdynamics.org/cdp/) and the elegant communications processes developed by Dr. Sherod Miller with principles from the conflict competence books of Craig Runde and Tim Flanagan.

*Dates:*June 15, 16, and 17, 2013, 8:30am – 5pm each day

*Location:* GWU School of Business, Duquès Hall, 2201 G St., NW, Washington, DC 20052

*Fee:*$1,395 for those who have CDP certification

$1,695 for those who do not have CDP certification

**Contact Number: 202-994-6380**

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### **Essentials of Leadership Communication**

<http://cepl.cps.gwu.edu/step-mic-confidence>

Representing yourself and your organization to the media and other external audiences is an essential leadership skill. Yet even the most seasoned professionals and executives can be intimidated when it comes to speaking in public. Through hands-on experience, you will develop the self-confidence to overcome your anxiety and become a more effective communicator, leader and agency advocate. In this workshop, you will explore the nature of media relations, practice public speaking in a safe environment and leave with materials and tactics that will enable them to refine this important skill.

**Spring 2013**  
April 10–11, 2013  
Location: George Washington University Alexandria Graduate Education Center

Program Tuition: $1850

Contact Number: 202-994-5390

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## The Graduate School (DC)

### [Leading People](http://www.grad.usda.gov/../../../course_details.php?cid=EXEC9912L)

<http://www.graduateschool.edu/course_details.php?cid=EXEC9912L>

Develop insight into critical leadership behaviors and how to adapt them to the needs of your organization through this highly interactive seminar. Explore the Executive Core Qualification (ECQ) Leading People and the fundamental leadership competencies. Examine trust and integrity as the foundations for leadership while learning to maximize performance. Explore the dynamics of team leadership and how to create a "Culture of Greatness," through coaching and empowerment.

Learning Outcomes:

* Apply strategies to build and lead effective teams based on individual strengths
* Resolve conflict by applying a variety of conflict management styles
* Leverage diversity and foster inclusion in the workplace
* Develop and communicate a vision for workforce motivation
* Use coaching and effective strategy implementation to maximize organizational performance

*Dates*: February 25-27, 2013; May 29-31, 2013 and July 29-31, 2013

*Location*: Washington, DC (USDA)

*Tuition*: $1,595

**Contact Number: 202-314-3300 or toll free (888) 744-GRAD (888-744-4723)**

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## Harvard University

### Leadership for the 21st Century: Chaos, Conflict and Courage

<http://ksgexecprogram.harvard.edu/Programs/l21/overview.aspx>

Leadership for the 21st Century: Chaos, Conflict and Courage is a provocative program that introduces a set of conceptual frameworks and a unique teaching method designed to challenge your fundamental assumptions about how you can courageously and effectively exercise leadership and authority during difficult times.

The five-day program requires participants to be actively engaged on several levels - in the classroom, in small groups, and in individual reflection. You will discuss issues like creating and claiming value, understanding the relationship between leadership and authority, exercising influence, and managing the individual and institutional dynamics of change. We will explore a wide range of leadership strategies and practice new ways of exercising leadership, whether in a position of authority or just one member of a group. We will confront the dangers and risks associated with exercising leadership – the chaos and conflict – and explore how

*Dates:* January 27, 2013-February 1, 2013

*Application Deadline(s):* currently accepting applications; limited seats available

*Program Fee:*$6,800 (includes tuition, housing, curricular materials and most meals)

**For more information on these programs please contact: 617-496-0484**

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## Michigan State University

### Managing Project Teams

<https://edp.broad.msu.edu/events/69>

**Learn Powerful Skills To Establish, Develop and Sustain Highly Productive Project Teams.**

Project management means people!  Achieving results on any project demands soft, tactful, yet powerfully important leadership skills. Project managers must get results through people over whom they have no authority and often little influence. It’s the “art” of project management. But by practicing new behaviors, you can develop teams in which everyone in your organization will want to participate!

Through instructional methods such as role-playing, teach-backs and other participant-centered exercises, you will gain a practical understanding of Project Management Institute’s (PMI) “Human Resource Management” and “Communications Management” knowledge areas of the Project Management Body of Knowledge (PMBOK® Guide, 2000).

*Dates:* October 10-11, 2013

*Location:*The James B. Henry Center for Executive Development, Lansing, Michigan

*Cost:* $1495.00 – full tuition

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### Maximizing Sales Team Performance: Transitioning from Individual Contributor to Sales Team Leader

[**https://edp.broad.msu.edu/events/53**](https://edp.broad.msu.edu/events/53)

A large percentage of sales supervisors and managers are promoted from within the ranks of the sales force.  However, the competencies required for thriving in a managerial capacity and for driving sales team success are different than that required to be an effective individual sales performer. This program is designed to build the skills that sales managers need to maximize organizational performance.

After attending this program, participants will have learned how to:

* Create a winning sales culture that maximizes the individual potential of sales team members
* Motivate your sales team to reach higher sales goals
* Increase the impact of team meetings and individual coaching sessions
* Enhance ability to attract, develop, and retain talent
* Strategically and tactically leverage information for sales success
* Efficiently manage time, prioritize effectively, and excel at the many facets of the sales manager role

This program is designed for personnel recently promoted into the role of sales manager or sales supervisor in both large and small companies, as well as other individuals seeking to improve their sales management abilities or gain additional insight into sales management fundamentals.

*Dates:* March 5-6, 2013

*Location:* The James B. Henry Center for Executive Development, Lansing, Michigan

*Cost:* $1,995.00 – full tuition (includes materials, meals and certificate of completion)

**Contact Number:** 517.353.9711 x71005

## MIT Sloan Business School

### ****Managing Technical Professionals and Organizations****

<http://executive.mit.edu/openenrollment/program/managing_technical_professionals_and_organizations/24>

Technical professionals' goals and incentives are often different from those of other employees, and so are the management challenges that arise. Drawing on the wealth of research and industry experience of faculty and leading practitioners, this program will explore proven, practical, and innovative strategies for maximizing the contribution of technical professionals. This intensive program will focus on individual contributors and members of project teams, including cross-functional teams, and examines how to work effectively with prima donnas and independent spirits.

Participants will learn principles and strategies of crucial importance to any organization where R&D, engineering, and/or computer-related technologies lie at the core of the business. Upon completing this program, participants will gain a thorough understanding of the following subjects:

* Transferring technology between and within organizations
* Developing effective reward and incentive systems for technical professionals
* Creating a highly motivating work environment
* Managing and leading creative individual contributors
* Maximizing the technical productivity and vitality of teams
* Creating the most effective physical structure for supporting innovation
* Organizing for innovative product development

*Dates:* Apr 11-12, 2013| Jul 11-12, 2013| Oct 31-Nov 01, 2013

*Location:* Cambridge, Massachusetts

*Cost*: $2,900 (excluding accommodations)

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### Intelligent Organizations: Collaborations and the Future of Work

<http://executive.mit.edu/openenrollment/program/intelligent_organizations_collaboration_and_the_future_of_work/18>

This intensive new program is designed to help managers understand how to create competitive advantage by harnessing new organizational approaches made possible by the latest wide-ranging communications technologies. It will illustrate how people and computers can be connected in new, creative ways so that—collectively—they act more intelligently than any person, group, or computer has ever done before.

Drawing on real-world examples of Wikipedia, YouTube, InnoCentive, Google, and eBay, participants will learn to identify opportunities for using crowd intelligence, loose hierarchies, and other innovative ways of organizing work to apply to various business environments. Participants will acquire an entirely new perspective on organizational success by getting a better understanding of:

- Why management is changing in profound ways, and what managerial skills are required for success in these new organizations

- The significant shift in organizational market share from traditionally large, hierarchical corporations to new and more nimble, networked companies

- When traditional hierarchies are useful and when they are not

- How and when “crowd intelligence” can create knowledge and solve problems more effectively

- How contests can often find the best solutions even when no one knows in advance where they are

- How prediction markets work

- Determining the key dimensions of all successful organizational designs

- How to move from command-and-control to coordinate-and-cultivate leadership

***Dates:*** Mar 14-15, 2013| Jun 27-28, 2013| Oct 21-22, 2013

***Location:*** Cambridge, Massachusetts

***Tuition:*** $2,900 (excluding accommodations)

*E-mail:*[sloanexeced@mit.edu](mailto:sloanexeced@mit.edu)

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## New York University

### Great Leadership: Developing Practical Leadership Skills

<http://www.stern.nyu.edu/executive-education-open-enrollment/search/program/118/Anticipating-Disruptive-Innovation:-Offensive-and-Defensive-Strategies>

Do you wish to rise to the top and lead a large organization? Are you planning to become an entrepreneur and make your mark? Do you want to do good after doing well in your career and start your own philanthropic initiative? Do you wonder why some leaders succeed while others fail? Do you wish to analyze and understand your own potential for leadership?

If you answered ‘yes’ to any of the questions above, this program will benefit you. It is meant for those who wish to better understand and further develop their potential and propensity to lead others. The program is based on the premise that leadership is not a genetic inheritance. It’s a skill to acquire and master. A journey to commence and complete. This program will provide you a framework for that skill and a template for that journey.

As you rise in your career, you will need multiple and often conflicting constituencies on board to follow your vision. But if you don’t lead, others will not follow. This program will help you hone some of the essential self-reflective skills you need to give form and substance to such vision, including:

1. **Understanding what leadership is and is not**  
   By analyzing real life cases from diverse contexts, you will gain a more fine-tuned idea of the scope and limitations of leadership.
2. **Developing the skills needed to lead**  
   By understanding the conduct of actual leaders and analyzing the effectiveness of their conduct, you should be able to further develop the natural leadership skills you already possess and leverage them more effectively in complex organizational situations.
3. **Understanding your own mindscape as a leader**  
   Effective leadership requires awareness of one’s own assumptions, preferences and unconscious style of leadership. Through in-depth group discussion and self-assessments, you will identify, comprehend, and critique your own assumptions and attitudes towards leaders and leading.
4. **Developing a personal leadership plan**  
   By the end of this program, you will have gained substantial insight into how best to harness your natural inclinations to lead toward a more successful management of your current career path, perhaps even laying out a new one.

To achieve these objectives, we combine a variety of pedagogical approaches: lectures, group discussions, case analysis, videos, and self-assessments. Emphasis is placed on self-reflection and linking the concepts from the program to participants’ own objectives and development as leaders.

Program Benefits: During this program participants will

* **Acquire** a pragmatic framework of the building blocks of leadership
* **Assess**their leadership potentials and pitfalls based on this framework
* **Design**a personal and actionable leadership road map to guide them through their career and life choices.

***Program Dates:***September 30 - October 1, 2013 ***Program Tuition:***$2,800

***Contact Number:***(212) 998 - 0789

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### Managing High Performance Teams

<http://www.stern.nyu.edu/executive-education-open-enrollment/search/program/102/Managing-High-Performance-Teams>

A significant paradigm shift is emerging in organizations throughout the world - a shift in the way people work in organizations and the skills that are critical for success both as a member, a manager and leader.  The transition towards collaborative work arrangements places the team, rather than the individual, as the unit of production.  As more companies establish flat – networked – diverse – global - flexible organizational models in response to competitive pressures, the cross-functional team has become the basic work unit.

It is assumed that bringing together people from different functions and disciplines from within and across the organization ecosystem, will give rise to economies of synergy and generate value through collaboration - a novel way of mixing individual knowledge into new outcomes – product, services and/or solutions.  And it is this potential to seize opportunities of strategic leverage that promotes the interest in managing high performance cross-functional teams.  Still research shows that the much sought after innovation potential of cross-functional teams is often hard to realize.

In a reality where so very few managers and professionals have knowledge of team dynamics, are capable at bridging conflicting interests, benefiting from team diversity and adversary, holding meaningful naked conversations, and managing collective accountability, business leaders are quite apprehensive about teams and pessimistic about the value they can extract from this work model.

To manage effective collaborations it is essential to understand what make teams effective, what characteristics separate the successful from the failing ones, what leadership and membership skills need to be developed to ensure team productivity and various other questions / aspects of team life. This program will provide tools and frameworks that will enable you to be a more productive team leader and member.  Participants will learn high-performance teamwork through case analysis, lectures and discussions, media, and group exercises.

Program Benefits: During this program participants will

* **Explore** the conditions that facilitate and/or hinder high performance teamwork
* **Identify** tensions and complexities of group dynamics
* **Understand**the particular challenges of cross-functional-cross-boundary teams
* **Discover** leadership strategies that inspire great team performance
* **Analyze** the strengths and weaknesses of current field practices of teamwork

***Program Dates:***May 16 - 17, 2013 ***Program Tuition:***$2,800

***Contact Number****:* (212) 998 - 0789

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### Leadership Training For High Potentials

<http://www.stern.nyu.edu/executive-education-open-enrollment/search/program/117/Leadership-Training-For-High-Potentials>

Leadership is about change: being able to make things happen with, and through, other people.  Yet the world within which leaders operate is complex, dynamic, and unpredictable.  To be effective as a leader, one needs to understand that world (i.e., how things work within one’s organization and one’s industry) but also willing and able to challenge the status quo.  One needs to be able to articulate a compelling vision, but also to get that vision implemented.  One needs to be highly competent as an individual contributor, yet also highly effective in motivating and inspiring others.  In addition, leaders need to find the right balance between traditional top-down approaches to leading and collaborative/distributed approaches, and to work within a context that is less and less about control and formal authority and more and more about trust and informal influence.

Such challenges, and how to successfully meet them, are the subject of this program.  We do not view leadership as solely the province of CEOs or individuals at the top of organizations or divisions.  We view leadership as a mindset, a set of behaviors, and a set of actions that can be carried out by individuals at many levels of an organization each and every day. Whether you are leading a division, leading a group or team, mentoring an associate, or dealing with clients, all of these situations require leadership skills, and mastering these skills will help you become more effective.

This program will introduce you to a variety of analytical frameworks related to leadership and will focus on how to apply those frameworks to analyze and address important leadership challenges.  It will also help you to better understand the context within which leaders typically operate, and help make you more conscious of the choices you make as a leader in an organization.

To achieve these objectives, we combine a variety of pedagogical approaches:  lectures, discussions, case analysis, short videos, and group exercises.  Emphasis is placed on self-reflection and linking the concepts from the program to participants’ own objectives and development as leaders.

Program Benefits: During this program participants will

* **Examine** the meaning of leadership from multiple perspectives
* **Develop** a framework for translating leadership into action
* **Learn**about power and influence, collaboration, and networks
* **Discover** how to effectively lead groups in organizations

***Program Dates:***March 14 - 15, 2013 September 26 - 27, 2013 ***Program Tuition:*** $2,800

***Contact Number:***(212) 998 - 0789

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### Power and Politics: Developing Conflict Management Skills

<http://www.stern.nyu.edu/executive-education-open-enrollment/search/program/110/Power-and-Politics:-Developing-Conflict-Management-Skills>

Politics is not a dirty word!  We just have to learn how to play productive politics.  By the same logic, power by itself does not necessarily corrupt though absolute power may corrupt absolutely. The reality of the modern organization requires its members to cultivate conscious power and participate in productive politics to ensure effective management of conflict to benefit the individual, the team and the organization. Organizations suffer not due to the presence of politics, but the absence of political skills to effectively manage those politics.  The goal of this program is to provide participants with the tools to understand and master this imperative, yet elusive, skill.

The objectives of this program include proving participants with:

1. **The true meaning and sources of power**  
   There is a misconception of what power, the basis of social behavior, really means. By the end of this program, participants will have a conceptual understanding of what power is within an organizational context, a practical grasp of what the actual sources of power are and the ability to be more effective as a result.
2. **The skills needed for effective political management of organizational problems**While technical skills are fielded to find solutions to problems, political skills are needed to find resolutions to conflicts. And political skills, just like technical skills, are learnable. The program will provide a systematic approach to learning these skills.
3. **An understanding of their own political mindscape**Effective conflict management requires one to be conscious about the political dimensions of one’s own management and influence style.  Through discussion of cases, exercises, and role-plays, participants will identify their own political skills and learn how best to use those skills within their teams and organizations.
4. **A personal plan for successful political management of conflict**By the end of this program, participants will have gained substantial insight into how best to harness their own political skills for effective management of conflict at different levels of the organization and different stages of its growth.

Program Benefits: During this program participants will

* **Gain** a pragmatic grasp of the notions of power and politics in organizational settings
* **Assess**their political skills and shortfalls using frameworks that are simple, potent and immediately applicable
* **Develop**an actionable  career plan to manage interpersonal conflict and enhance the productivity of individuals and teams

***Program Dates:***June 17 - 18, 2013 ***Program Tuition:***$2,800

***Contact Number:***(212) 998 - 0789

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## Northwestern University

### Developing High Performing People

<http://www.kellogg.northwestern.edu/research/nonprofit/execed/programs/3_5_12.aspx>

This program will teach participants to effectively communicate expectations, visions and values to various stakeholders. Participants will also learn how to develop and bring to life a focused people strategy, to understand emotional intelligence and the role it plays in having difficult yet effective conversations and to prepare the organization for a leadership transition.

*Dates:* March 11-12, 2013

*Application Deadline:* March 8, 2013

*Costs:* $950.00

*Contact Number*: 847.467.0866

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### Energizing People for Performance

Develop People Empowering Strategies

<http://www.kellogg.northwestern.edu/execed/Programs/PEOPLE.aspx>

As a participant in this program, you will learn to energize your team and maximize bottom-line results by implementing valuable people-related strategies in your organization. Whether you are the leader of a small team within a large organization or the head of a business unit responsible for hundreds of people, motivating and developing those who work for you involves more than good leadership skills. It requires effective people-focused processes and motivational tools designed to unleash the potential in others so they can achieve and sustain high levels of performance.

*Dates:* April 14-17, 2013; September 15-18, 2013

*Costs:* $6,000

*Contact Number:* 847-467-7000

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### Leading High-Impact Teams

Build a Powerful and Successful Team

<http://www.kellogg.northwestern.edu/execed/Programs/TEAM.aspx>

As a participant in the Leading High-Impact Teams program, you will delve into the latest approaches to the art and science of teamwork. This highly collaborative and forward-thinking program focuses on internal and external team dynamics - with an emphasis on how to optimize your performance as both a team player and a team leader.   
  
You will receive a customized report comparing your team with hundreds of others, based upon the completion of an optional web-based survey prior to the program. You will also receive a copy of Professor Thompson’s 2010 edition of “*Making the Team: A Guide for Managers*.” Participants receive a workbook of team diagnostics and evaluation measures that serve as a handy toolkit and resource for you in the future.

*Dates:* April 8-11, 2013; September 9-12, 2013

*Costs:* $6,100

*Contact Number:* 847-467-7000

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### Reinventing Leadership: A Breakthrough Approach

Rethink The Way You Lead

<http://www.kellogg.northwestern.edu/execed/Programs/LEAD.aspx>

As a participant in this program, you will learn to maximize your leadership performance by using a unique approach that looks beyond two-dimensional maps to a more holistic view of leadership for increasing productivity. Through an enhanced understanding of the motivations and attitudes that drive you, you will be inspired to become more purposeful and effective as a leader by recognizing what fundamentally drives people - and connecting those drives to corporate objectives.

*Program Dates:* March 17-22, 2013; September 29 - October 4,2013

*Costs:* $9,700

*Contact Number:* 847-467-7000

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### The Soul of Leadership

Become An Engaged Leader

<http://www.kellogg.northwestern.edu/execed/Programs/SOUL.aspx>

In *The Soul of Leadership*, you will gain an increased awareness of your own and others’ needs and a deeper understanding of your leadership potential to make a profound change in the way you lead. Dr. Deepak Chopra offers an entirely new approach to the exciting possibilities of leadership, extending his ground-breaking books on success that combine spiritual wisdom with modern dynamic psychology. You will be inspired with insights into group dynamics, loyalty, creativity, vision, security, and achievement - and walk away with ideas you can put into action to bring out excellence at every level.

*Program Dates:* February 11-13, 2013; October 28-30, 2013

*Costs:* $4,400

*Contact Number:* 847-467-7000

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## Notre Dame

### Supervisory Development

<http://business.nd.edu/executive_education/supervisory_development/>

If you work as a supervisor, manager or team leader, you understand just how important effective management skills are to individual and organizational productivity. Notre Dame’s two-day Supervisory Development program is designed to increase your effectiveness as a manager and impart practical new skills in the areas of management, resource allocation and employee development. Appropriate for both those new to supervising and existing supervisors who wish to update and refine their skills.

You will gain insight and enhanced abilities in key program areas, such as:

* Transition to Management
* Understanding Styles
* Managing Priorities
* The Impact of Change
* Selecting the Right Leadership Approach
* Coaching and Delegating
* Developing Employees
* Application on the Job

*Program Dates:* April 16-17, 2013; October 15-16, 2013

*Costs:* $995

*Location:* University of Notre Dame Mendoza College of Business in South Bend, Indiana

*Contact:* (574) 631-5285; (800) 631-3622 (toll free) or email at [execprog@nd.edu](mailto:execprog@nd.edu)

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### Unleashing Your Leadership Potential

<http://business.nd.edu/executive_education/integral_leadership_portfolio/>

Unleashing Your Leadership Potential offers you and other high potential individuals the opportunity to increase your contribution and effectiveness while in the midst of assuming a greater leadership role within your organization. Cultivate a broader view of the impact you can have on others and allow yourself to build a roadmap for your future as a leader.

*Program Dates:* April 8-11, 2013; November 4-7, 2013

*Costs:* $3,150 (includes lodging and meals)

*Location:* Stayer Executive Education Center

*Contact:* 574-631-0564

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## Office of Personnel Management

### Management Development Seminar I: Leading from the Middle

<https://www.leadership.opm.gov/Programs/Core-Development/MDS1/Index.aspx>

Managers have a great deal of responsibility for government productivity and performance, especially managers or supervisors and those with oversight of groups and programs. Developing management competencies is an excellent investment in the future success of your agency. This seminar delivers an exceptional learning experience for managers and supervisors who want to upgrade their skills today.  
  
This course is designed to teach attendees to development communication skills and think more critically. It's an ideal experience, whether you are a new middle manager or an experienced first-line supervisor. During the course you will study essential management competencies through individual assessments, readings, small group activities, real-world experiences and stimulating class discussions.  
  
As a key leader in your organization, your challenges are complex, and your leadership is integral to your agency's success. This course is a vital step in your development.

* Mar 11-21, ‘13 @ EMDC, Shepherdstown, WV   $5035

*Starts 1:00 PM on 1st day ends 4:00 PM on last day*

* May 13-23, ‘13 @ EMDC, Shepherdstown, WV   $5035

*Starts 1:00 PM on 1st day ends 4:00 PM on last day*

* Jun 10-20, ‘13 @ WMDC, Aurora, CO   $5035

*Starts 1:00 PM on 1st day ends 4:00 PM on last day*

* Jul 8-18, ‘13 @ EMDC, Shepherdstown, WV   $5035

*Starts 1:00 PM on 1st day ends 4:00 PM on last day*

* Aug 12-22, ‘13 @ WMDC, Aurora, CO   $5035

*Starts 1:00 PM on 1st day ends 4:00 PM on last day*

* Sep 16-26, ‘13 @ EMDC, Shepherdstown, WV   $5035

*Starts 1:00 PM on 1st day ends 4:00 PM on last day*

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### Management Development Seminar II: Leading Organizations

<https://www.leadership.opm.gov/Programs/Core-Development/MDS2/Index.aspx>

In an era of constant change and challenges, managers must step up for greater effectiveness and efficiency. This seminar offers an unmatched overview of your systems and best practices, and a useful framework for leading your organization into the future. Experienced mid-level managers can assess and improve their organizations' overall effectiveness by learning how to help guide your organization during time of unprecedented change, challenge and uncertainty. Through presentations, small-group work and practice, you will learn how to engage your workers and foster innovative thinking and action.

* Feb 25-Mar 7, ‘13 @ EMDC, Shepherdstown, WV   $5300

*Starts 8:00 AM on 1st day ends 5:00 PM on last day*

* Apr 29-May 9, ‘13 @ WMDC, Aurora, CO   $5300

*Starts 8:30 AM on 1st day ends 5:00 PM on last day*

* Jun 3-13, ‘13 @ EMDC, Shepherdstown, WV   $5300

*Starts 8:00 AM on 1st day ends 5:30 PM on last day*

* Jul 8-18, ‘13 @ WMDC, Aurora, CO   $5300

*Starts 8:00 AM on 1st day ends 5:00 PM on last day*

* Aug 5-15, ‘13 @ EMDC, Shepherdstown, WV   $5300

*Starts 8:00 AM on 1st day ends 5:00 PM on last day*

* Sep 16-26, ‘13 @ WMDC, Aurora, CO   $5300

*tarts 8:00 AM on 1st day ends 5:00 PM on last day*

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### Team Development Seminar

<https://www.leadership.opm.gov/Programs/Core-Development/TDS/Index.aspx>

Overview: The Federal government has moved towards a more collaborative and shared leadership model that empowers decision-makers at all levels. Becoming a member of a team does not guarantee high performance.  Chances are the skills and knowledge that makes you a successful contributor may not necessarily ensure success as a team member or a team leader. During this two week seminar you will learn the basics of successful dynamics of a team and gain insight on your personal leadership styles and how they translate to teams.

How You Will Benefit: (1) Identify how your own styles, strengths and behaviors affect performance in a team; (2) Recognize the stages of team development; (3) Acquire tools and techniques for effective team facilitation; (4) Learn how to coach for higher performance; (5) Reflect on what it means to have 'organizational savvy' and how it applies to effective team leadership; (6) Discover your own conflict management styles and how they impact team success.

Competencies Emphasized: Conflict Management; Continual Learning; Influencing/Negotiating; Interpersonal Skills; Leveraging Diversity; Public Service Motivation; Team Building

* Apr 16-26, ‘13 @ WMDC, Aurora, CO   $4950

*Starts 8:00 AM on 1st day ends 1:30 PM on last day*

* Jul 16-26, ‘13 @ EMDC, Shepherdstown, WV   $4950

*Starts 8:00 AM on 1st day ends 1:30 PM on last day*

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### Supervisory Development Seminar Week 1: Fundamentals

<https://www.leadership.opm.gov/Programs/Core-Development/SDSF/Index.aspx>

Overview: Though occupations vary greatly across the federal government, the responsibilities of the frontline supervisor do not. Every Federal supervisor needs to know how to implement an effective human resource and performance management process to achieve high performance.  New supervisors will gain valuable insights into the fundamental skills, behaviors and attitudes that define the successful Federal supervisor and maximize personal performance. This week-long course can be combined with the Supervisory Development Seminar II for a two-week immersion program to expand these fundamentals into a foundation of great leadership.

How You Will Benefit: (1) Learn how to navigate the Federal human resource management system and differentiate appropriate personnel actions to recruit, hire and retain employees in the Federal workplace; (2) Learn how to process appropriate personnel actions required to discipline and terminate employees who are poor performers or who violate workplace behavioral principles; (3) Formulate a plan to improve personal performance upon returning to the workplace.

Competencies Emphasized: Interpersonal Skills; Human Capital Management; Oral Communication; Written Communication; Accountability

* Feb 4-8, ‘13 @ EMDC, Shepherdstown, WV   $3350

*Starts 8:30 AM on 1st day ends 12:00 PM on last day*

* Mar 11-15, ‘13 @ EMDC, Shepherdstown, WV   $3350

*Starts 8:30 AM on 1st day ends 12:00 PM on last day*

* Apr 8-12, ‘13 @ EMDC, Shepherdstown, WV   $3350

*Starts 8:30 AM on 1st day ends 12:00 PM on last day*

* May 13-17, ‘13 @ WMDC, Aurora, CO   $3350

*Starts 8:30 AM on 1st day ends 12:00 PM on last day*

* Jun 17-21, ‘13 @ EMDC, Shepherdstown, WV   $3350

*Starts 8:30 AM on 1st day ends 12:00 PM on last day*

* Aug 5-9, ‘13 @ EMDC, Shepherdstown, WV   $3350

*Starts 8:30 AM on 1st day ends 12:00 PM on last day*

* Sep 16-20, ‘13 @ WMDC, Aurora, CO   $3350

*Starts 8:30 AM on 1st day ends 12:00 PM on last day*

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### Supervisory Development Seminar Week 2: Learning to Lead

<https://www.leadership.opm.gov/programs/Core-Development/SDSL/Index.aspx>

Supervisors will gain valuable insights into workplace motivation and employee engagement and adapt skills on these insights into their leadership approach. This seminar will develop your capacity to move employees from performance compliance to commitment for excellence. This week-long seminar can be combined with the Supervisory Development Seminar I for a two-week immersion experience that will integrate leadership with the nuts and bolts of supervision.

How You Will Benefit. (1)Understand the different ways people learn, think and conceptualize and modify your style in the interest of working most effectively with others; (2) Learn strategies to shift from impasse, to resolution, to transformation in workplace conflicts; (3) Learn how to develop and apply leadership skills by practicing using real workplace scenarios; (4) Develop effective communication skills for managing conflict; and (5) Identify the origins of conflict and develop effective skills for managing conflict

Competencies Emphasized. Conflict Management, Developing Others, Interpersonal Skills, Leveraging Diversity, and Oral Communications.

* Feb 11-14, ‘13 @ EMDC, Shepherdstown, WV   $3350

*Starts 8:30 AM on 1st day ends 4:00 PM on last day*

* Mar 18-21, ‘13 @ EMDC, Shepherdstown, WV   $3350

*Starts 8:30 AM on 1st day ends 4:00 PM on last day*

* Apr 15-18, ‘13 @ EMDC, Shepherdstown, WV   $3350

*Starts 8:30 AM on 1st day ends 4:00 PM on last day*

* May 20-23, ‘13 @ WMDC, Aurora, CO   $3350

*Starts 8:30 AM on 1st day ends 4:00 PM on last day*

* Jun 24-27, ‘13 @ EMDC, Shepherdstown, WV   $3350

*Starts 8:30 AM on 1st day ends 4:00 PM on last day*

* Aug 12-15, ‘13 @ EMDC, Shepherdstown, WV   $3350

*Starts 8:30 AM on 1st day ends 4:00 PM on last day*

* Sep 23-26, ‘13 @ WMDC, Aurora, CO   $3350

*Starts 8:30 AM on 1st day ends 4:00 PM on last day*

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### Coaching Skills for Federal Executives

<https://www.leadership.opm.gov/Programs/Executive-Development/EXE0009/Index.aspx>

Participants learn coaching skills through practice and feedback throughout the program. Interactive discussions and demonstrations are complemented by practice, observation, and feedback in small groups. Individual self-assessment exercises round out the learning approach. Then you complete a Personal Coaching Action Plan, outlining the steps needed to adopt coaching as part of your leadership style after you leave FEI. You will have the tools to improve your organization by helping the people in it.

*Competencies Emphasized: Continual Learning, Developing Others, Influencing/Negotiating, Interpersonal Skills, and Public Service Motivation*

*Dates*: Upcoming sessions of this class will be scheduled in 2013. Please call 888-676-9632.

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### Leading Across Generations

<https://www.leadership.opm.gov/Programs/Executive-Development/EXE0003/Index.aspx>

Four distinct generations are now working together in the Federal workplace: Traditionalists (born approximately between 1922-1943), Baby Boomers (1943-60), Generation X (1960-80) and Millennials (1980-?). Although these groups share some outlooks and beliefs, each possesses values and attitudes unique to its history and experiences. These values significantly affect the workplace styles, preferences, behaviors and expectations of each generation. The Federal Executive Institute's (FEI) Leading Across Generations program is provocative and interactive. It will help you understand the histories, personalities, strengths and challenges of our four generational groups, while you explore how to lead, manage, recruit and retain colleagues of various ages and experience levels.

*Dates*: Upcoming sessions of this class will be scheduled in 2013. Please call 888-676-9632.

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### The ABCs of Effective Relationships

<https://www.leadership.opm.gov/Programs/Executive-Development/EXE0036/Index.aspx>

The ABCs of Effective Relationship is rooted in the simple power and elegance of an Awareness of our Behavior and its Consequences – our ABCs. Prepare for the FEI workshop by distributing 360-degree assessment surveys to colleagues. Class time highly interactive and experiential, featuring a lively mix of discussion, small group exercises, and video reviews.

*Competencies Emphasized: Conflict Management, Influencing/Negotiating, Interpersonal Skills, Oral Communication and Team Building.*

*Dates*: Upcoming sessions of this class will be scheduled in 2013. Please call 888-676-9632.

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### Leading Through Constructive Conflict

<https://www.leadership.opm.gov/ProgramsExecutive-Development/EXE0063/Index.aspx>

Through this program, the Federal Executive Institute (FEI) offers you a new way of thinking about conflict management. Instead of formal processes such as arbitration, mediation or negotiation, this program presents constructive engagement through self-awareness, self-management and effective influencing strategies. You will learn to lead your organization in developing conflict competency by using instruments and tools grounded in emotional intelligence concepts and the newly revised Conflict Management Executive Core Qualification for the Senior Executive Service.

*Competencies Emphasized: Conflict Management, Creativity/Innovation, Influencing/Negotiating, Leverage Diversity and Team Building.*

*Dates*: Upcoming sessions of this class will be scheduled in 2013. Please call 888-676-9632.

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### Senior Executive Assessment Program

[http://www.leadership.opm.gov/Programs/Executive-Leadership-Development/SEAP/Index.aspx](http://www.leadership.opm.gov/Programs/Executive-Leadership-Development/SEAP/Index.aspx%20%20%20)

The Senior Executive Assessment Program (SEAP) is an intensive, five-day program that will help you analyze your performance on selected competencies from all five Executive Core Qualifications (ECQs): Leading Change, Leading People, Being Results Driven, Business Acumen and Building Coalitions/Communications. Mastery of the ECQs is one of the key selection requirements for entry to the SES.

You will undergo a rigorous assessment process that has many of the same components used for actual SES selection. These include writing a narrative statement on your ECQ abilities and undergoing a Behavioral Assessment Center process. Other methods to assess ECQ levels will include a 360-degree assessment and sample SES job interviews. A confidential executive coaching session will help you review your assessment and develop an improvement plan.

* Mar 4-8, ‘13 @ WMDC, Aurora, CO   $6350

*Starts 8:00 AM on 1st day ends 12:00 PM on last day*

* Jun 3-7, ‘13 @ WMDC, Aurora, CO   $6350

*Starts 8:00 AM on 1st day ends 12:00 PM on last day*

* Sep 9-13, ‘13 @ WMDC, Aurora, CO   $6350

*Starts 8:00 AM on 1st day ends 12:00 PM on last day*

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## Penn State University

### Developing Managerial Effectiveness

<http://www.smeal.psu.edu/psep/events/copy_of_developing-managerial-effectiveness>

This program guides managers to a better understanding of their contribution to the overall success of the organization. Participants develop an integrated approach to strategic, financial, and performance management. You will hone personal leadership, decision-making, and influence skills while maximizing the use of management systems to improve the overall success of your organization. This program is designed for managers who are directly responsible for the performance of a business unit or department as well as functional managers and those who lead in a matrix organization.

*Dates*: April 21-26, 2013; October 20–25, 2013

*Fee:* $5,750

*Location:* University Park, PA

*Contact:* 1-800-311-6364 or psep@psu.edu

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## Regis University

### Bachelor of Arts in Social Science

<http://cps.regis.edu/degrees-bachelors-social-science.php>

Regis University's Bachelor of Arts in Social Science degree prepares career-oriented adults and professionals for a variety of fields that center on the social aspects of human behavior, promoting community involvement and leadership. The degree is designed to facilitate an understanding of the sociological perspectives of social groups and social interaction, qualitative and quantitative research methods, the foundations of ethical judgment, and world economic issues

*Courses*:For course descriptions, [click here](http://cps.regis.edu/degrees-bachelors-social-science.php)*.*

*Dates*: For the Fall 2012-Spring 2014 schedule, click here <http://cps.regis.edu/degrees-bachelors-social-science.php>

*Location:* Classroom based

*Cost:* $410/ per credit

*Apply:* To apply online [click here](http://cps.regis.edu/apply-now.php)

**For more information on this program, please contact: 800-944-7667 or go to** <http://cps.regis.edu/degrees-bachelors-social-science.php>

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### Conflict Management

<http://cps.regis.edu/certificates-bachelors.php#shss>

The skill to constructively manage the inevitable conflicts that arise in the workplace is in high demand. This certificate benefits people who wish to become more proficient in negotiating, mediating disputes, and developing solutions to difficult problems.

In this certificate program, managers in any industry as well as people employed in human resource and customer service departments, nonprofit organizations, community and church groups, or industries undergoing changes will develop a basic set of conflict–management skills. Those who wish to become conflict management practitioners can use this certificate as a base from which to take further coursework.

#### Requirements: 15 Credit Hours

* **COM 310**  Interpersonal Communication (3 Credit Hours)
* **COM 408/BA 411**  Conflict Management (3 Credit Hours)
* **COM 466/BA 466**  Negotiation (3 Credit Hours)
* **COM 420**  Mediation (3 Credit Hours)
* **COM 470**  Problem Solving and Decision Making (3 Credit Hours)

*Courses*:For course descriptions, [click here](http://cps.regis.edu/certificates-bachelors.php#shss)*.*

*Dates*: For the Spring 2013 - Spring 2014 schedule, click here <http://cps.regis.edu/degrees-bachelors-social-science.php>

*Location: C*lassroom based

*Cost:* $410/ per credit

*Apply:* To apply online [click here](http://cps.regis.edu/apply-now.php)

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**For more information on this program, please contact: 800-944-7667 or go to** <http://cps.regis.edu/certificates-bachelors.php#shss>

## Rice University

### Leading and Managing High Performing Teams

<http://business.rice.edu/OpenEnrollmentPrograms/>

Teams can be a success story or a nightmare. Good teams harness the creative energy of many people into a single dynamic force. Ineffective teams are hampered by internal conflict and poor decision-making. Learn how to avoid these pitfalls by analyzing the characteristics of high-performing teams. Understand preferences of individual team members and how those preferences affect larger team dynamics. Discover techniques to successfully organize teams, create organizational enablers, guide teams through conflict, promote positive action, and derive successful outcomes.

*Dates:* November 29 – 29, 2013; April 16 – 17, 2013

*Application Deadline:* October 29, 2013; March 16, 2013

*Costs:* $2,500 USD

*Contact Number:* 713.348.6060

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## Rollins College

### Crummer Management Program-MiniMBA

<http://www.rollins.edu/execed/mini-mba/index.html>

An eighteen-week Mini-MBA™ program tailored to professionals seeking new management skills and tools to competitively succeed and lead in an uncertain world. As a participant in this program, you can look forward to engaging peer discussions, readings, and problem-solving led by faculty from the business school ranked #1 in Florida by Forbes.  [Learn more about the Crummer Management Program – Mini-MBA™](http://www.rollins.edu/execed/mini-mba/mini-mba-info.html).

This program is perfect for experienced managers, high potential managers, and anyone needing to make business decisions but lacking a formal business background. It is also an excellent introduction to graduate education for anyone considering a masters in business administration.

*Dates: January 15 – May 14, 2013 (registration deadline is January 2, 2013)*

*Times: Tuesday evenings, 6:30-9:30pm (*Attendance is required at 80% of the program's class sessions to receive certificate. Missed classes may be attended the following semester to complete the certificate requirements.

*Location: Rollins College*

*Cost:* $3,250 per person for the entire 54-hour program; $220 per class session for individual program modules.

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### Leveraging Conflict for Positive Results

[**http://www.rollins.edu/execed/evening-workshops/leveraging-conflict-for-positive-results/index.html**](http://www.rollins.edu/execed/evening-workshops/leveraging-conflict-for-positive-results/index.html)

Got conflict? Of course you do. Conflict is inevitable in organizations. The key is what you and other leaders do with it. Differing ideas, approaches, expectations, and opinions often lead to on-going conflict, strained relationships, decline in performance, and project derailment. What many leaders and organizations fail to grasp is that not all conflict is negative, painful or unpleasant. Harnessing the power of conflict can and should become a competitive advantage.

***This workshop*** provides an approach to dealing with conflict that emphasizes perspective taking, long-term relationships, and lasting agreements. Participants are challenged to assess the ways they typically respond to conflict and learn strategies for successfully modifying their behaviors for increased effectiveness.

*Date: February 5, 2013 (6:30pm-9:30pm)*

*Location: Rollins College, Crummar Graduate School of Business Bush Executive Center*

*Fees: $230*

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## Smith College

**Executive Education for Women**

Smith College Executive Education offers a portfolio of programs to develop and advance women leaders at all levels of the organization. Our programs are designed to accelerate leadership development. We are not a business school but rather a leadership center at Smith College, one of the largest and most prestigious women’s institutions in the world. Organizations and individuals come to us for our expertise in:

* creating the optimal environment for women’s development and networking
* designing programs based on a consultative process with client organizations
* vetting faculty and thought leaders from business schools and consultancies around the world to deliver on identified needs and program objectives

In addition to providing a well-rounded curriculum that includes topics in corporate strategy, finance, negotiation and multicultural team development, Smith’s Executive Education programs include a strategic blend of current issues facing women in business including self-reflection, wellness, and the pursuit of an integrated and balanced life that enhances leadership capacity. At Smith, we emphasize a holistic approach to leadership development and support women to take more risks, stretch themselves, realize their strengths, and become strong, courageous leaders with vision.

Our custom programs are designed to help organizations develop, advance, and retain their women leaders. Custom programs also include coeducational sessions that address gender dynamics and corporate culture and bring value to the enterprise through increased awareness, understanding and positive change.

**Programs and Course Descriptions**

[**www.**smith.edu/execed](http://www.smith.edu/execed)

For more than 35 years, Smith College Executive Education has empowered high potential women leaders to become extraordinary leaders with vision.

### [From Specialist to Strategist for Women in Science, Technology and Engineering](http://www.smith.edu/execed/?q=programs/specialist-strategist)

http://www.smith.edu/execed/?q=programs/specialist-strategist

Provides emerging managers a solid understanding of business and leadership fundamentals.

*Program Date:* June 2 – 7, 2013

*Program Tuition*: $7,300

*Apply*: [leadership@smith.edu](mailto:leadership@smith.edu)

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### [Smith-Tuck Global Leaders Program for Women](http://www.smith.edu/execed/?q=programs/smith-tuck-global-leaders)

<http://www.smith.edu/execed/?q=programs/smith-tuck-global-leaders>

Brings together senior-level executives to explore key transformations in becoming global leaders.

***Program Date:*** June 17-21, 2013

***Program Tuition***: $9,750

***Apply***: [leadership@smith.edu](mailto:leadership@smith.edu)

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### Directing [Innovation for](http://www.smith.edu/execed/?q=programs/directing-innovation) Women [in Science, Technology and](http://www.smith.edu/execed/?q=programs/directing-innovation) Engineering

<http://www.smith.edu/execed/?q=programs/directing-innovation>

Offers director-level executives a curriculum focused on driving innovation across functions and beyond borders.

***Program Date:*** March 17-21, 2014

***Program Tuition***: TBA

***Apply***: [leadership@smith.edu](mailto:leadership@smith.edu)

For more information, please contact: 413-585-2583, [leadership@smith.edu](mailto:leadership@smith.edu)

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## Southern Methodist University

### Certificate in Management

<http://www.cox.smu.edu/web/executive-education/certificate-in-management>

If you’re already a frontline manager or a leader moving into management for the first time, this powerful 10-session course will arm you to handle the toughest managerial challenges. You’ll learn how to build and work effectively with teams, hone your communication skills and motivate others. Because flexibility and agility are critical in today’s workplace, you’ll learn how to recognize work and learning styles and how to resolve interpersonal conflicts when styles collide. You’ll gain practical skills in organizing work and managing projects—from simple to complex. You’ll understand how to manage and measure performance and learn how to apply critical thinking skills to every decision.

*Program Dates*: March 5 – May 7, 2013

*Program Location*: Dallas, TX

*Program Tuition*: $3,695

*Contact Number*: 214-768-3335

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## Stanford University

### Interpersonal Dynamics for High Performance Executives

<http://www.gsb.stanford.edu/exed/ipd/>

As individuals ascend the management ladder, many find that the soft skills of leadership constitute their hardest challenges. Furthermore, most have come to rely on a familiar set of behaviors and skills. Recent data shows that top-performing leaders exhibit high emotional intelligence; they are able to adapt interpersonally and thrive in a diverse range of situations. Based on two of the Graduate School of Business' most popular and long-standing courses, this program's unique T-Group (Training Group) methodology and 12:1 student-faculty ratio provide a highly personalized learning experience for each participant. In this highly interactive program, senior-level leaders learn how to engage in productive interpersonal exchanges, assess the impact of their own behaviors and leadership styles, and excel at creating more powerful, professional relationships in a variety of contexts.

*Program Dates: June 16 - 21, 2013*

*Application Deadline: May 17, 2013*

*Location: Chaminade Executive Conference Center, Santa Cruz, CA*

*Cost: $13,500 USD*

*Contact Number: 650.723.3341*

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### Managing Teams for Innovation and Success

<http://www.gsb.stanford.edu/exed/mtis/index.html>

Managing or participating in a team-based work environment can be either exhilarating or exasperating. Given the potential benefits and pitfalls of using teams, when should you use them, how do you choose team members who will accomplish a goal in the most effective manner, and how do you manage them to deliver successful results?

This program enables you to manage team dynamics in a manner that establishes a productive work environment, delivers high performance, and fosters creative ideas.

Managing Teams for Innovation and Success approaches team building at the strategic level. Participants evaluate not only the structure and management of high performance teams but also whether it is appropriate to use teams or individuals to most effectively accomplish a given goal. Participants also explore team dynamics from the perspectives of both team leaders and team members to build a deeper understanding of the implications of management decisions.

*Program Dates: June 16 - 21, 2013*

*Application Deadline: May 17, 2013*

*Location: Stanford University*

*Cost: $9,900 USD*

*Contact Number: 650.723.3341*

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## St John Fisher College

### Leadership & Diversity

This course examines the role that leadership plays in addressing issues of diversity and equity in various organizational settings. Candidates will analyze various theoretical frameworks to determine how demographic variables and historical, social, cultural, economic, legal, and political constructs influence organizational behavior, decisions, and outcomes. Candidates also will examine contemporary issues and various aspects of human diversity and multiple oppressions (race/ethnic, class, ability, and gender), as well as environmental concerns and practices that can positively or negatively impact the recruitment, retention, and success of diverse workforce and learners in various organizational settings.

***Dates*:** Summer 2013 (TBD)

***Application Deadline:*** March 1, 2013

***Two Locations:***

* St. John Fisher College in Rochester, NY
* The College of New Rochelle’s Westchester Campus in New Rochelle, NY (Extension Site)

***Cost:***$1,125 per credit (subject to change)

***Contact Number*:** 585-899-3852

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## The Ken Blanchard Companies

<http://www.kenblanchard.com/Management_Training_Programs/Leadership/Career_Training_Leadership>

### Situational Leadership® II

**Description:** Situational Leadership® II is the most comprehensive and up-to-date, yet practical, method in the world for developing people into self-reliant achievers. Using the Situational Leadership® II Model, managers and their direct reports are able to create a partnership. It teaches managers to analyze, diagnose, think, and apply leadership concepts effectively in any situation. By creating a partnership instead of the typical top-down “boss-employee” relationship, managers are able to engage and develop their employees faster and more effectively.

**Duration:** 2 Days for Classroom.

Objectives

Proficiently diagnose development levels of their direct reports

Match leadership styles—communications and behavior—to development levels

Create a common language and approach to leadership that permeates the culture

Shift intentions into behaviors and behaviors into accountability

Develop highly skilled, flexible leaders who can develop and retain people

**Prework:** Leader Behavior Analysis II® Self Assessment; Situational Leadership® II Article; Impact Map

**Sustainability/Reinforcement:** Job Aids and Pocket Tools; etools; Recognize and Retain Your People Podcast Series; Teach the Model; 21 Days to Becoming an Effective Situational Leader Action Plan; SLII® Diagnosis App; How2Lead App

***Program Dates:******San Diego****: January 7-8, 2013, March 18-19, 2013, June 24-25, 2013, September 9-10, 2013, December 2-3, 2013.* ***Chicago****: April 8-9, 2013, July 22-23, 2013.* ***Washington, DC:*** *June 3-4, 2013, October 14-15, 2013****Program Tuition****: $1,695.00 USD*

***Contact****: 800.272.3933* [*christine.simmons@kenblanchard.com*](mailto:christine.simmons@kenblanchard.com)

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### Virtual Situational Leadership® II

**Description:** Situational Leadership® II is the most comprehensive and up-to-date, yet practical, method in the world for developing people into self-reliant achievers. Using the Situational Leadership® II Model, managers and their direct reports are able to create a partnership. It teaches managers to analyze, diagnose, think, and apply leadership concepts effectively in any situation. By creating a partnership instead of the typical top-down “boss-employee” relationship, managers are able to engage and develop their employees faster and more effectively.

**Duration:** 2 (4 – 2 hour virtual sessions)

Objectives

Proficiently diagnose development levels of their direct reports

Match leadership styles—communications and behavior—to development levels

Create a common language and approach to leadership that permeates the culture

Shift intentions into behaviors and behaviors into accountability

Develop highly skilled, flexible leaders who can develop and retain people

**Prework:** Leader Behavior Analysis II® Self Assessment; Situational Leadership® II Article; Impact Map

**Sustainability/Reinforcement:** Job Aids and Pocket Tools; etools; Recognize and Retain Your People Podcast Series; Teach the Model; 21 Days to Becoming an Effective Situational Leader Action Plan; SLII® Diagnosis App; How2Lead App

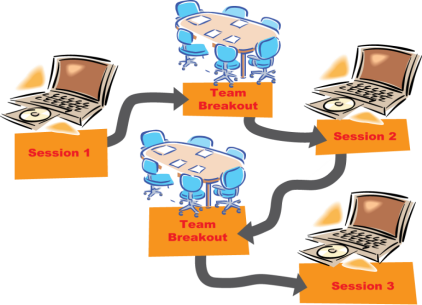
***Program Dates:*** *February 12 & 14, 2013, May 7 & 9, 2013, August 13 & 15, 2013, November 12 & 14, 2013 (Location is your desk – All Virtual Classroom)*

***Program Tuition****: $995.00 USD*

***Contact****: 800.272.3933* [*christine.simmons@kenblanchard.com*](mailto:christine.simmons@kenblanchard.com)

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### Leading Virtually

**Description:** How do you lead your direct reports when you don't see them? Globalization, technology, work-life balance, and outsourcing have created a workplace where leaders rarely see the individuals they lead and, therefore, may struggle to use the skills of Situational Leadership (Diagnosis, Flexibility, and Partnering) without face-to-face contact. The program was developed to take advantage of the latest in multimedia technology. It uses experiential learning methodologies and a variety of optimal learning techniques.

**Duration:** 6 Hours

Objectives

* Understand the challenges of virtual leadership
* Explore the three disciplines of virtual leadership: Focusing Attentiveness, Fostering Community, and Accelerating Development
* Reinforce the critical Situational Leadership II skills of Diagnosis, Flexibility, and Partnering for Performance, and their use in a virtual environment
* Create an action plan to increase effectiveness as a virtual leader

**Prework:** *Leading Virtually* case study; Who Works Virtually? Worksheet; The Survey of Best Practices for Leading Virtually

***Program Dates:*** *March 13, 2013, September 11, 2013,(Location is your desk – All Virtual Classroom)*

***Program Tuition****: $795.00 USD*

***Contact****: 800.272.3933* [*christine.simmons@kenblanchard.com*](mailto:christine.simmons@kenblanchard.com)

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### game plan.jpgSituational Frontline Leadership

**Description:** All agencies need leaders who can transform plans into action by working with individuals to ensure that their jobs are personally meaningful and motivating. Situational Frontline Leadership equips frontline leaders to effectively handle the situations they face every day. Situational Frontline Leadership uses the same language as Situational Leadership® II, but provides specific microskills of effective management, such as goal setting, listening, giving direction, and ensuring accountability. Managers learn both directive and supportive behaviors, such as establishing timelines, collaborative problem solving, and building partnerships for success.

**Duration:** 3 Days

Objectives

* Take responsibility in developing their direct reports
* Diagnose employees’ development needs and adapt leadership style to meet those needs
* Partner by creating a side-by-side relationship where both parties are mutually influential
* Partner with their people on a journey to transform beginners into self-reliant achievers

**Prework:** Frontline Leader Assessment

**Sustainability/Reinforcement:** Action Plan Package with Performance Planner; etools; Game Plan; Portfolio; 21 Days to Becoming an Effective Situational Leader Action Plan; SLII Diagnosis App; How2Lead App; Recognize and Retain Your People Podcast Series

***Program Dates: San Diego:*** *February 11-13, 2013, July 8-10, 2013*

***Program Tuition****: $1,695.00 USD*

***Contact****: 800.272.3933* [*christine.simmons@kenblanchard.com*](mailto:christine.simmons@kenblanchard.com)

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### TPPSituational Team Leadership

**Description:** Situational Team Leadership provides a structured process for developing the full potential of teams. Several research-based models and strategies provide the building blocks of the five-part Team Performance Process. The Team Performance Process is a systematic method for increasing team effectiveness and innovation. It can be adapted to fit any team, regardless of its purpose, pursuit, type, or size. Participants learn to identify the characteristics of high-performing teams, create a team charter, diagnose the stages of team development, and provide continual support throughout the team’s life cycle. The Team Performance Process simplifies the often-complex nature of teams training and provides the knowledge and tools that participants can immediately apply back on the job.

**Duration:** 1 Day

Objectives

* Know and understand the behaviors of effective leaders and members
* Create a vision, charter, and values for optimum performance
* Respect, honor, and trust the contributions of each team member
* Communicate effectively—verbally and nonverbally
* Embrace and practice accountability

**Prework:** Think Teams! andTeam Performance Assessment; Team Performance—An Interactive Introduction

**Sustainability/Reinforcement:** Teams Handbook; Game Plan; and Conversation Starters for Team Meetings

***Program Dates: San Diego:*** *March 4-5, 2013, October 28-29, 2013*

***Program Tuition****: $1,175.00 USD*

***Contact****: 800.272.3933* [*christine.simmons@kenblanchard.com*](mailto:christine.simmons@kenblanchard.com)

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### Optimal Motivation

**Description:** Optimal Motivation maintains that a person is always motivated—it is the type of motivation that makes a difference. What matters is not how much motivation a person has, but the quality of motivation that is experienced. Optimal Motivation is grounded in a powerful assumption: Motivation is a skill. Motivation can be taught, learned, developed, and nurtured. Optimal Motivation leverages leaders’ natural desire to achieve meaningful goals, craft solutions to problems, be competent in seizing opportunities, and build a strong caring, and supportive organizational community and culture.

**Duration:** 1-1/2 Days

**Objectives:**

* Explore evidence for developing motivation as a skill
* Appreciate and understand the range of Motivational Outlooks in the Spectrum of Motivations
* Activate Optimal Motivation with yourself and others
* Lead with the language of Optimal Motivation

**Prework:** View Optimal Motivation short video, complete AIM-J assessment, fill out Sources of Priorities worksheet.

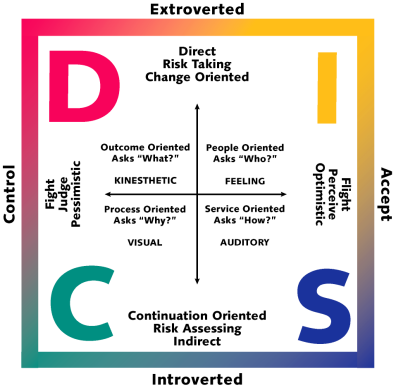
***Program Dates: San Diego:*** *February 25-26, 2013, May 13-14, 2013, October 21-22, 2013*

***Program Tuition****: $1,175.00 USD*

***Contact****: 800.272.3933* [*christine.simmons@kenblanchard.com*](mailto:christine.simmons@kenblanchard.com)

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### DISCovering Self and Others

**Description:** Usingthe online DISC Profile and dynamic classroom activities, your employees learn how to adapt their behavior in order to communicate and relate more effectively, and interact more skillfully with others. By developing an appreciation of others’ behavioral preferences and acknowledging their own unique strengths and areas for development, participants will create more satisfying, meaningful, and productive business and personal relationships. DISCovering Self and Others is designed in a modular format that can be tailored to a particular schedule. Employees learn to identify and understand their own behavior patterns (DISCovering Self); and how to identify, understand, and better respond to others’ behavior patterns (DISCovering Others).

**Duration:** 1 Day

Objectives

Observe and identify their natural and learned behaviors

Identify and understand their primary DISCposition and Classic Profile Pattern

Develop strategies for taking advantage of their strengths and monitoring their behavior to create more satisfying, productive, and meaningful relationships

Observe the behaviors of others that reveal their DISCposition

Develop an appreciation for others’ behavioral preferences (DISCpositions) by acknowledging their unique strengths

* Develop strategies for modifying their behaviors to better communicate and relate to others

**Prework:** DISC Profile (Online or Paper)

**Sustainability/Reinforcement:** Decision Tree, and Profiler Job Aid

***Program Dates: San Diego:*** *April 8, 2013, October 14, 2013*

***Program Tuition****: $795.00 USD*

***Contact****: 800.272.3933* [*christine.simmons@kenblanchard.com*](mailto:christine.simmons@kenblanchard.com)

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## 

## University of California Berkeley

### Berkeley Executive Leadership Program

<http://executive.berkeley.edu/programs/berkeley-executive-leadership-program>

Our unique one week program begins with a baseline analysis of your organization's culture and your personal leadership style (with prior input from you and your colleagues). Through peer and professional coaching, we help you determine what you wish to change to improve the performance of your organization.

Throughout the week, you will work with accomplished peers, top UC Berkeley faculty, and industry thought leaders to create a personalized plan to unlock innovation and growth, create energy and urgency, and drive results. In addition, the program includes one-on-one sessions and feedback from our Executive Coaching Team.

You will return to your office with a practical, vetted plan you can put to use immediately.

*Dates*: March 18-22, 2013; September 30-October 4, 2013

*Location*: UC Berkeley campus

*Fee*: $9,900

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### Communicate Effectively: Connecting in Personal and Work Life

<http://extension.berkeley.edu/catalog/course1369.html>

Miscommunication with customers, employees, and clients can be frustrating and costly. We know that to maintain healthy work and personal relationships we must not argue, blame, or threaten. Learn and practice how to communicate effectively in order to resolve issues by demonstrating a willingness to understand the other's perspective, feelings, and experience without negating the right to your own point of view. Help to build and maintain connection, support, and working and personal relationships that are mutually beneficial.

*Dates:* May 3 & May 10, 2013

*Application Deadline:* May 3, 2013

*Location:* San Francisco, CA

*Cost:* $295

*Contact Number:* 510-642-4231

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### Conflict Coaching for Organizational Productivity

<http://extension.berkeley.edu/catalog/course1501.html>

Learn to avoid common reactions and pitfalls to conflict and instead focus on constructive conflict as a mechanism for desired change via purposeful actions. While Gandhi and Martin Luther King used it to for effective and historical change, you can use it to constructively influence your peers and colleagues, to be a transformative vs. transactional employee, colleague and leader. Engage your assessment style of your conflict comfort zone, and build on that with case studies and active class engagement.

*Dates:* February 8 & February 15, 2013

*Application Deadline:* February 8, 2013

*Location:* San Francisco, CA

*Cost:* $525

*Contact Number:* 510-642-4231

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### Employee Engagement: Increasing Innovation, Productivity and Commitment

<http://extension.berkeley.edu/catalog/course2217.html>

Employee turnover is costly. Are your workers engaged or ready to jump ship at the earliest opportunity? Analyze your leadership style and your organization’s programs and policies so you can retain the talent to be optimally competitive. Learn strategies to engage your employees and encourage them to become productive and innovative in their current positions.

*Dates:* February 21, 2013

*Application Deadline:* February 21, 2013

*Location:* San Francisco, CA

*Cost:* $295

*Contact Number:* 510-642-4231

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### Executive Coaching Institute

<http://executive.berkeley.edu/programs/executive-coaching-institute>

Offered in partnership with the UC Berkeley Center for Executive Education, the Berkeley Executive Coaching Institute is a summer coaching institute for individuals interested in entering the field of executive coaching, as well as executives seeking to become better managers and leaders.

The program consists of over 80 contact hours of group classes, individual tutorials and coaching and practicum sessions that will lead to a certificate of completion awarded from the Center for Executive Education at the University of California, Berkeley.  
  
The primary focus of the executive coach training is for participants to learn the skill set that is necessary to coach a variety of business professionals as well as work groups. The program takes place in three phases:  
   
**Phase 1**: Five days of intensive training in coaching skills, tools, attitudes and behaviors. Participants leave enabled to coach their clients in leadership skills such as delivering presentations, building relationships, and negotiating. Coaching Institute participants are trained to serve in two executive coaching capacities, as both communication coaches and behavioral coaches.  
  
**Phase 2**: Two days of practicum training held at prominent Bay Area companies, which allow Coaching Institute participants to apply the coaching skills learned in the intensive training by coaching emerging leaders.  
  
**Phase 3**: Four months of follow up online workshops, teleconferences and individual coaching & supervision, in which Coaching Institute participants receive ongoing support and practice. Each participant will participate in four group workshops, all facilitated by Coaching Institute faculty, and will complete the remainder of their individualized coaching and supervision hours.

*Dates*: TBD

*Location*: UC Berkeley campus

*Fee*: TBD

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### Facilitating Groups: An Intensive Practice Lab

<http://extension.berkeley.edu/catalog/course1341.html>

Groups are the operational lifeblood of organizations. Think about the number of groups, extended teams, committees, task forces or panels you interface with daily. Become familiar with the facilitator’s best practices and strategies to achieve a common objective. In this experiential hands onlab and simulation, learn effective group facilitation techniques. Plan and practice how to assess, design, prepare and conduct group process facilitation that makes a marked difference in results by enhancing group collaboration, effectiveness and performance.

*Dates:* Saturdays, May 4 – May 18, 2013

*Application Deadline:* May 4, 2013

*Location:* San Francisco, CA

*Cost:* $695

*Contact Number:* 510-642-4231

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### Handling Difficult Interactions with Skill and Confidence

<http://extension.berkeley.edu/catalog/course1356.html>

Interacting with “difficult” people in your personal and professional life can be annoying, unnerving and sometimes scary. In this interactive, skills-based workshop, explore strategies for handling a difficult interaction and maintaining your composure and confidence no matter how the other person responds. Learn techniques to help you resolve future conflicts, improve relationships and make progress where you never thought possible.

*Dates:* February 19, 2013

*Application Deadline:* February 19, 2013

*Location:* San Francisco, CA

*Cost:* $295

*Contact Number:* 510-642-4231

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### Managing Change and Ambiguity in the Workplace

<http://extension.berkeley.edu/catalog/course2330.html>

Learn valuable insights on how to foster goodwill and commitment during times of transition to create and maintain a high-performance organization. Discover how to design and manage change more effectively, gain an awareness of principles used to address people’s readiness and capability for change, and understand how to make people more receptive to and prepared for change. Bring an example of an organizational change in which you have been involved as your case study; this example could be an initiative that you have led, participated in or observed. Learn to apply the principles of change management to your specific case.

**Note:** Pre-reading assignments prior to first class meeting are listed in the course reader.

*Dates:* January 12 & February 2, 2013

*Application Deadline:* January 12, 2013

*Location:* San Francisco, CA

*Cost:* $595

*Contact Number:* 510-642-4231

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### New Manager Boot Camp

<http://executive.berkeley.edu/programs/new-manager-boot-camp>

This intensive management training program is designed specifically for recently promoted engineers and scientists who want to excel as leaders in the dynamic high tech and life sciences industries. The program includes a combination of lectures, case studies, and individual and group exercises designed to give you tools that will immediately enhance your ability to lead effectively.

Award-winning faculty and industry leaders from the worlds of high tech and life sciences will team up in this two and a half day program to ensure you are ready to face the following challenges:

* Engaging and inspiring others
* Assembling and retaining the best talent
* Prioritizing and making quality decisions
* Navigating your organization’s unique power structure to get things done
* Mastering the art of personal, group, and remote communications

The program also provides a unique opportunity for a peer-networking forum, facilitating cross-pollination of ideas and best practices.

*Dates*: April 22-24, 2013; October 7-9, 2013

*Location*: UC Berkeley campus

*Fee*: $3,400

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### Optimizing Team Leadership: An Intensive Practice Lab

<http://extension.berkeley.edu> (Direct course link not available until December 3)

The concept “team” has morphed. Teams today include temporary high priority or technical innovation project teams, governing boards for non-profit agencies or professional organizations, broad-based alliances that work on critical social issues, global merger integration or multi-cultural reorganization teams. In this intensive and experiential hands on workshop, learn unique team leadership development skills that you can plan, practice and immediately begin to apply in order to build and lead your own extraordinary teams --- effectively, efficiently and with warp speedresults.

*Dates:* Sundays, February 24 – March 10, 2013

*Application Deadline:* February 24, 2013

*Location:* San Francisco, CA

*Cost:* $695

*Contact Number:* 510-642-4231

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### Organizational Communication Strategies for Managers

<http://extension.berkeley.edu/catalog/course2438.html>

Learn to communicate effectively in a complex business environment. Understand how to be flexible so you can communicate both upstream and downstream, as well as with vendors, clients, stakeholders and other partner organizations from a variety of business cultures. Study communication theory, review case studies, discuss topical communication issues from the weekly news, and practice communication strategies that you can apply right away in your current position or as preparation for career advancement.

*(Spring 2013 section)*

*Dates:* Saturdays, March 16 – April 20 (no meeting April 6), 2013

*Application Deadline:* March 16, 2013

*Location:* San Francisco, CA

*Cost:* $750

*Contact Number:* 510-642-4231

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### Talent Management and Workforce Development

<http://extension.berkeley.edu/catalog/course1744.html>

Talent management has evolved beyond the hiring and firing of employees to cover all elements of human capital strategy, from employee selection, retention, performance management and compensation to succession planning, diversity and more. In this course, intended for professionals who manage talent across a broad spectrum of organizations, survey the core elements of talent management, and learn how to develop and implement effective talent management systems within your organization.

*(Spring 2013 section)*

*Dates:* Wednesdays, March 20 – May 22, 2013

*Application Deadline:* March 20, 2013

*Location:* San Francisco, CA

*Cost:* $750

*Contact Number:* 510-642-4231

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### High-Impact Leadership: Transforming Your Communication Style

<http://executive.berkeley.edu/programs/high-impact-leadership-developing-your-communication-style>

Most executives have come to rely on a familiar set of behaviors and skills, often exhibited in the way they communicate within their team. The High-Impact Leadership Executive Program is designed to help senior executives build distinctive communication skills that will help in shaping their leadership style and presence.

In this highly interactive executive education program, senior-level executives learn how to engage in productive interpersonal exchanges, create influence without authority and build confidence in public speaking. The two-day leadership training program focuses primarily on the art of communication and its impact on audience. Participants will acquire skill sets, tools and frameworks through the innovative approach of theater arts.

The High Impact leadership workshop features one on one interactions and group breakout sessions that help participants learn to project energy, confidence and clarity with physical and vocal expressiveness.

Dates: March 18-20, 2013; September 9-11, 2013; December 2-4, 2013

Location: UC Berkeley Campus

Fee: $4,500

**For more information on these programs please contact 510.642.9167**

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### Women’s Executive Leadership Program

<http://executive.berkeley.edu/programs/womens-executive-leadership-program>

To thrive in dynamic business environments, every leader must utilize their individual strengths and balance personal and professional goals. The Women’s Executive Leadership Program coaches high-potential women to reach new levels of success as team leaders and organizational visionaries.

Built on advanced theories in behavioral science, this transformative program challenges participants to deepen their self-awareness and enhance their unique leadership approaches for maximum impact. Deeply immersive sessions combine lectures, skill-development exercises and networking with other exceptional leaders.

The four-day course is a unique occasion to be exposed to like-minded women who are facing similar challenges in their personal and professional life. Faculty Director Laura Kray amplifies this collaborative approach through engaging discussions that encourage attendees to share experiences and best practices.

Participants leave with empowering knowledge of their skills, new levels of confidence and paths toward self-actualization.

Dates: April 8-11, 2013; October 14-17, 2013

Location: UC Berkeley Campus

Fee: $6,000

**For more information on this program please contact**: **510.642.9167**

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## University of California Los Angeles

### Behavioral Decision Making in Teams

<http://www.anderson.ucla.edu/x27645.xml>

This session explores the psychology of decision-making both at the individual and the group level. The common decision making traps that lead good managers to make bad decisions are addressed. And the “wisdom of crowds” is shown to present its own perils even though groups can mitigate some decision-making errors made by individuals. Finally, the session delivers strategies for becoming a more influential group member.

*Dates*: TBD

*Location*: Los Angeles, CA

*Fee*: $750

**Contact Number: (310) 825-2001**

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## University of California San Diego

### Harnessing the Creative Power of Teams

<http://rady.ucsd.edu/exec/open/creative-power/>

In theory, work groups are more creative than individual efforts. However, in practice this is often not the case because it is difficult to access individuals’ knowledge perspectives in group settings. This course will help you to build cohesion and increase motivation and coordination in your work group. This will lead to much higher creative output and deliver increased productivity and results.

**Focus**

Participants in the class will:

* Discover what a successful creative team looks like and how to get your team to that state
* Recognize the symptoms of groupthink in the decision process
* Uncover how to bring out ideas in group settings
* Understand how dissention can affect group settings
* Gain applications to help your team feel comfortable in voicing opinions

*Date: February 21, 2013*

*Fees: $325*

*Contact: 1-858-822-6004 or* [*radyexecdev@ucsd.edu*](mailto:radyexecdev@ucsd.edu)

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### Difficult Conversations

<http://rady.ucsd.edu/exec/open/difficult-conversations/>

Many business situations challenge even the most experienced and skillful communicator. Whether you are facing a difficult conversation with a stakeholder, colleague or employee, how you handle these conversations can determine your success or failure. Take the skills learned in this course and start applying them immediately for the confidence and camaraderie that gets you the results you need to succeed.

Difficult Conversations will teach you how to communicate with finesse to achieve desired goals. Your difficult conversation could include terminating an employee, dealing with discipline issues, explaining you lack the funds to make payment, dealing with coworkers and much more. Regardless of your situation, the tools learned in this course will make an immediate impact in your conversations surrounding any difficult situation.

Upon completion of this course, participants will be able to:

* Build trust and maintain rapport
* Effectively listen and get credit for listening from others
* Give actionable feedback
* Engage others in a constructive dialogue involving difficult issues and highly emotional content

*Date: April 9, 2013*

*Fees: $325*

*Contact: 1-858-822-6004 or* [*radyexecdev@ucsd.edu*](mailto:radyexecdev@ucsd.edu)

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### Conflict Resolution Strategies for Managers

<http://rady.ucsd.edu/exec/open/conflict-resolution/>

Conflicts within the workplace impact productivity and create a negative work environment. Conflict Resolution Strategies for Managers is a practical, interactive course which helps a diverse group of professionals integrate conflict management skills into their respective professions.

Developed by the [National Conflict Resolution Center](http://www.ncrconline.com/), this course provides a comprehensive set of communication skills and introduces useful strategies for managing workplace conflicts. Beyond that, the course provides tools for the employees who participate. The course is designed to foster accountability both for the problem and its solution.

*Dates: March 5, 2013, September 17, 2013*

*Fees: $450*

*Contact: 1-858-822-6004 or* [*radyexecdev@ucsd.edu*](mailto:radyexecdev@ucsd.edu)

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### Managing High Performance Teams

<http://www.rady.ucsd.edu/exec/open/manage-perform/>

Emotions are contagious. It starts with the leader at the top: your state, your expectations, your structures, your emotional regulation and how you set the context. Today’s' teams must do more with less. High performing teams need members with technical competency and intelligence—but that is not enough. Motivation, engagement and productivity happens through effective collaboration based on team dynamics. On a team, the whole is never the sum of its parts, but is greater or lesser depending on how well the individuals work together. The leader has a huge impact on the emotional state of the team and its ability to work together. Who the leader is, and how the leader is presented on a consistent basis, can have dramatic effect on leading the team through change, fostering creativity, innovation, and job satisfaction. Learn key facilitation skills that will engage your team. Never have a boring meeting again.

*Date: April 25, 2013*

*Fees: $325*

*Contact: 1-858-822-6004 or* [*radyexecdev@ucsd.edu*](mailto:radyexecdev@ucsd.edu)

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## University of Chicago

### High-Performance Leadership

<http://booth.chicagoexec.net/programs/hpl.aspx>

Leaders need to create an environment that fosters high performance. In order for a business unit to create value for the organization, the brainpower within the workgroup that will lead to innovative products, services, and markets must be unleashed. Participants will learn and practice a six-step collaboration model that high-performing groups use to encourage the flow of ideas and to solve complex problems. Through this course, participants will learn the behaviors that accelerate or stifle high performance, how to better leverage the positive attributes of the work environment, and techniques to build performance drivers into their company.

*Dates*: March 11-15, 2013; June 24-28, 2013; November 4-8, 2013

*Location*: Chicago campus

*Fee*: $8,675

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### Personal Leadership Insight

<http://booth.chicagoexec.net/programs/pli.aspx>

Leadership is something most businesses strive to achieve in their industries. Leadership operates at many levels, including country, industry, business, product, and personal levels. But businesses and countries don’t lead unless individuals lead. In this course experience, you will look at your own personal leadership capabilities and develop the insight necessary to transform your leadership. You will explore the knowledge, skill, and discipline that build your leadership capital; you will determine the direction of your leadership journey; and you will learn to tell compelling stories that allow people to follow the direction you have set.

*Dates*: January 28 – February 1, 2013; May 20 – 24, 2013; September 30 – October 4, 2013

*Location*: Chicago campus

*Fee*: $8,675

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### Advanced Management Program

<http://booth.chicagoexec.net/programs/amp.aspx>

The Chicago Booth Advanced Management Program provides executives with a unique combination of benefits that no other senior executive program can offer.**Composed of six nonconsecutive one-week courses over a year, the Advanced Management Program format is the result of interviews with more than 300 senior executives, who all cited the critical need for flexibility and an individualized curriculum.** We created a program that features a total of six weeks, with half of the content completely customizable. Three nonconsecutive core weeks are cohosted sessions with a group of high-level executives in which you will explore critical issues related to enterprise leadership and general management. Three weeks are in elective sessions of your choosing with executives from a broad range of functions and industries. These electives allow you to individualize the curriculum to best complement your career goals, development needs, and business interests.

|  |  |  |
| --- | --- | --- |
| *Dates:* | Introductory Core Session 1: The Executive | OCT 14-18, 2013 |
|  | Mid Course Core Session 2: The Organization | APR 7-11, 2014 |
|  | Capstone Course Core Session 3: The Community | NOV 3-7, 2014 |
| *Fee:* | $47,750 |  |
| *Location:* | Chicago Campus |  |

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## University of Minnesota

### Creating a High Performance Organization

<http://www.csom.umn.edu/executive-education/high-performance-organization.html>

The Creating a High-Performance Organization program helps managers develop the methods and skills needed to drive performance while maintaining a highly effective work culture. It will help you increase performance across the organization and support the achievement of business objectives, while building the leadership capabilities to meet future business needs.

This program provides you with a systemic view of the organization, best practices for creating a productive climate, and the tools and leadership practices to implement these ideas. Creating a High-Performance Organization features seasoned faculty who have vast real-world experience. You'll be prepared to assess the needs of your work environment on several dimensions: capabilities, competencies, teamwork, empowerment, systems thinking, and leadership.

*Dates: October 28 –30, 2013*

*Fee: $3,000*

*Location: University of Minnesota*

*Contact: 612-625-5412*

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### Presentations: Coaching for Executives

<http://www.csom.umn.edu/executive-education/presentations-coaching-execs.html>

The program provides managers with the rare opportunity to receive executive-level, strategic coaching to further develop their communication abilities. This valuable experience is a necessity for executives whose success depends on their ability to persuade and influence both internal and external audiences.

Participants explore key communication challenges faced by senior managers and not only learn best practices, but also hone presentation skills under the direction of two highly regarded executive coaches. This program provides a unique opportunity to develop vital communication skills within a group setting that is both challenging and supportive.

*Dates: September 23-25, 2013*

*Fee: $3,500*

*Location: University of Minnesota*

*Contact:* 612-625-5412

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### MBA Essentials

<http://www.csom.umn.edu/executive-education/mba-essentials.html>

The MBA Essentials program provides an overview of key subject areas found in the Carlson School’s nationally ranked MBA program. It is taught by many of the same outstanding Carlson School of Management faculty members who teach in the MBA program. You will experience classroom sessions with award-winning teachers—many of whom are also accomplished scholars and understand how to transform the latest academic insights into practical application.

MBA Essentials is an evening program that meets twice a week for five weeks in the spring or during the day for one week straight in the fall. The program sets the stage by building an understanding of the nature of business strategy and the foundations of competitive advantage. Next, participants are introduced to the core perspectives of the basic business functions and how they each contribute to the organization. Throughout the program, participants are engaged in discussions to understand the practical issues and challenges associated with each functional area. The program concludes by coming full-circle and relating the concepts covered in the program back to the issues of firm strategy and competitiveness.

*Date: April 22-May 22, 2013 (Monday and Wednesday evenings)*

*Location: University of Minnesota*

*Fee: $4,000*

*Contact:* 612-624-3821

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### Advanced Business Communications for Executives

<http://www.csom.umn.edu/executive-education/advanced-business-communications.html>

Gain deeper insight into the art and science of persuasive communications. This program builds on "Presentations: Coaching for Executives" and will give you further understanding of effective executive communications—everything from presenting effectively to top management to communicating successfully with multicultural audiences to leading and creating critical team communications.

Participants will learn tips, techniques and best practices for communicating persuasively and effectively in an increasingly diverse, global, team-oriented, and time-starved business environment.

Specifically, attendees will strengthen their mastery of multicultural communications, fast-paced and limited-attention span communications, in addition to creating and leading team presentations. Attendees will also have the opportunity to participate in an improv module that shows them how to “think on their feet,” and enhance their ability to be persuasive “in the hot seat.” A special area of focus will be persuasive communications with executive level management.

*Date: March 4-5, 2013*

*Location: University of Minnesota*

*Fee: $2,500*

*Contact:* 612-625-5412

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### The Art and Practice of Effective Coaching

<http://www.csom.umn.edu/executive-education/leadership-coaching.html>

Leadership coaching is vital to today’s most successful organizations. In fact, around half of the top companies for leaders provide coaching to their most promising leaders. This program provides a perspective and best practice from Richard Leider, one of today’s top executive coaches. It provides leaders with a proven approach to develop and retain key people through effective coaching practices.

Revealing core philosophies, critical capabilities, and the insights of coaching success, this program also includes a practice field for trying on the concepts presented. This practical program is the definitive source in the region for those leaders who want (or need) to master the art and practice of coaching their leaders

*Date: May 6-8, 2013*

*Location: University of Minnesota*

*Fee: $3,500*

*Contact:* 612-625-5412

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## University of Missouri

### Guiding Conflict Resolution

<http://mti.missouri.edu/courses/conflict-resolution/index.php>

Conflict! Just reading the word brings to mind thoughts of difficulty and unpleasantness. Healthy conflict may promote creativity and innovation. It allows you to build on one another’s ideas to find solutions to existing problems. However, when a conflict escalates, it may cause serious problems, including decreased morale, more re-work and a less productive team.

*Dates: April 30, 2013*

*Location: Columbia, MO*

*Fees: $185*

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### Supervisory Certificate Series

<http://mti.missouri.edu/courses/supervisory-series/index.php>

It makes sense to hire front-line staff into supervisory positions; they have the technical skills you are looking for, it’s motivational to all employees and reduces the costs associated from hiring outside. Often times though, these employees lack the supervisory, management and leadership skills necessary to thrive in their new roles.  
This continuing education program is designed to give new supervisors the skills they need to become successful. It is designed for individuals who have been promoted through the ranks and need to learn how to supervise others.

*Dates: Thursdays, January 31 – February 21, 2013; Thursdays, June 11-14, 2013*

*Fees: $850*

*Location: Columbia, MO*

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## University of Nevada Reno

### Working with the Problem Employee

<https://www.cisweb1.unr.edu/cxs/CourseListing.asp?master_id=146&course_area=CX&course_number=128&course_subtitle=00>

Learn to identify and analyze employee behaviors that indicate a problem may exist, and to create a more efficient and low-stress work environment for all. Topics include common problems facing today's employees, interventions supervisors can perform to encourage staff to get help for their difficulties, and available resources.

Key Learning Objectives:

* Gain the ability to identify employee behaviors indicating a problem may exist
* Develop strategies for creating a more efficient and low-stress work environment
* Explore common problems, possible interventions and available resources

*Date: May 30, 2013*

*Location: UNR campus*

*Fee: $205*

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### Managing and Supervising People

<https://www.cisweb1.unr.edu/cxs/CourseListing.asp?master_id=121&course_area=CSM&course_number=103&course_subtitle=00>

In two highly interactive days focusing on the basic skills necessary to successfully manage and lead others, you will engage in self-assessment exercises, role playing and simulations to help you learn and practice behaviors integral to building high-performing work groups. Key topics include making a successful transition to management, creating a balance between leading and managing, determining your personal style preferences and their impacts on others, group problem solving, managing conflict and consensus building.

*Dates: January 24-25, 2013; June 6-7, 2013*

*Location: UNR campus*

*Fee: $325*

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### Performance Management

<https://www.cisweb1.unr.edu/cxs/CourseListing.asp?master_id=127&course_area=CSM&course_number=104&course_subtitle=00>

This in-depth course equips new, future and veteran supervisors with the skills to carry out each of the essential steps of performance management. Participants will gain the tools to establish clear expectations, measure employee performance, create employee development plans and skillfully conduct the performance feedback interview.

*Dates:* *April 4-5, 2013*

*Cost: $325*

**For more information on these courses please contact (775) 784-4046**

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## University of North Carolina at Chapel Hill

### Intentional Leadership

<http://www.kenan-flagler.unc.edu/executive-development/open-enrollment/programs/intentional-leadership>

Even the most successful business leaders can find themselves in a rut. Routines and practices that have worked well in the past can actively work against you as you strive to reach new personal and professional goals. These routines and practices need to be reviewed, updated and sometimes replaced as responsibilities and goals change. It is important to avoid complacency and challenge yourself to go beyond your comfort zone as you strive to achieve new leadership levels. Intentional leadership is a style of leadership that allows you to overcome these types of barriers, unleash your creativity and reach your full potential as a leader.

*Dates:* TBD

***Tuition*:** $2,700

*Location*: The Rizzo Conference Center; Chapel Hill, North Carolina

**For more information please contact: 1-800-UNC-EXEC or email** [**unc\_exec@unc.edu**](mailto:unc_exec@unc.edu)

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### Project Leadership: Build a Best-in-Class Project Team

<http://www.kenan-flagler.unc.edu/executive-development/open-enrollment/programs/project-leadership>

UNC Executive Development has been working with leading project-driven organizations, helping to enhance great project leadership and management operations to address challenges arising during execution. Many organizations have moved to matrix and global project teams in order to streamline processes internally. They have invested in management techniques such as six sigma teams and gate reviews to create processes and practices that standardize schedules, budgets and planning activities. The result is a more efficient and effective project management environment.

The obstacle that remains is when project ambiguity arises due to the challenge of managing critical project relationships both internally and externally and applying project leadership and management techniques in environments that are dynamic and undisciplined. Managing innovative projects that are different from past projects requires strategic leadership skills and new project management skills. The following are typical examples of situations that require these additional project leadership capabilities:

* Leading global/matrix teams to reach effective decisions in a timely manner
* Creating alignment with contractors and outside organizations over whom you have limited or no direct influence
* Managing relationships with internal groups outside your direct control
* Leading projects through various gate reviews to identify critical challenges
* Managing customer expectations and relationships throughout the project lifecycle

*Dates:* TBD

***Tuition*:** $3,700

*Location*: The Rizzo Conference Center; Chapel Hill, North Carolina

**For more information please contact: 1-800-UNC-EXEC or email** [**unc\_exec@unc.edu**](mailto:unc_exec@unc.edu)

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### Developing Leadership Presence

<http://www.kenan-flagler.unc.edu/executive-development/open-enrollment/programs/executive-presence>

Confidence. Vision. Integrity. Courage. Perseverance.  These are some of the traits that successful leaders possess.  While knowledge and experience are critical to success in business, truly gifted leaders are recognized through their words and actions. Leaders must have a highly developed self-awareness, and they must also connect with others in a meaningful and authentic way.  These characteristics embody true “leadership presence,” and leaders can learn and put into practice these important communication attributes.    Leadership presence is, in part, a projection of values and conviction, and it requires honesty, trust, and confidence. How leaders look and sound has a profound impact on the image they project, and this image can either strengthen or weaken their ability to inspire and motivate an audience.  In this “Developing Leadership Presence” program, you'll have the opportunity to explore, develop, and refine your leadership presence so that you can lead more effectively in your organization.

*Dates:* TBD

***Tuition*:** $2,700

*Location*: The Rizzo Conference Center; Chapel Hill, North Carolina

**For more information please contact: 1-800-UNC-EXEC or email** [**unc\_exec@unc.edu**](mailto:unc_exec@unc.edu)

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## University of Northern Iowa

### Fierce Conversations

<http://www.bcs.uni.edu/execdev/ContentPage.aspx?id=81>

What gets talked about in an organization and how it gets talked about determines what will happen. Or won’t. Based on the principles of Susan Scott’s best-seller, “Fierce Conversations: Achieving Success at Work and in Life, One Conversation at a Time” this foundational, hands-on training program will introduce you to transformational ideas and principle that will shift your basic understanding of conversations and the power they hold in leadership, relationships and results. You’ll learn to master team conversations, coaching conversations, delegation conversations and confrontation conversations – all essential to your individual and collective success.

Dates: TBD

*Fee*: $749 per person

**Contact Number: 319-273-5851 or execdev@uni.edu**

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### How to Manage Nests of Negativity

<http://www.bcs.uni.edu/execdev/ContentPage.aspx?id=67>

It happens in all organizations-gossiping, complaining and finger pointing. Learn how to identify and confront employees who are never satisfied and vicious with their words and accusations. Also, discover how to read employees' nonverbal communication and handle saboteurs before they infect the rest of the team.

*Date: TBD*

*Fee: $249*

**Contact Number: 319-273-5851 or execdev@uni.edu**

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### Six Steps and Eight Behaviors to Resolving Conflict

<http://www.bcs.uni.edu/execdev/ContentPage.aspx?id=76>

The value of conflict is that it can propel an organization to greatness. By taking a different perspective to conflict you can improve your relationships and morale, accomplish more work, limit negativity, and achieve more success.

* Clarify what conflict resolution is, and define the eight behaviors that exhibit effective conflict resolution.
* Practice the six simple steps to take when conflict appears.
* Engage in several active dialogue practices regarding conflict.
* Explore how you interpret and respond to conflict based on your natural tendency and personality

*Date*: TBD

*Fee*: $249

**Contact Number: 319-273-5851 or execdev@uni.edu**

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## University of Richmond

### Management Skills for Leaders

<http://business.richmond.edu/executive-education/course-list.html>

Leaders are faced with the on-going challenge of ensuring work output and employee performance are meeting individual and organizational expectations.  This one-day program will offer specific guidelines for building trust, mastering accountability, building team energy and effectiveness, and having critical conversations that influence and empower others.  Participants will leave with tools for building an organization of advocacy and commitment.

Upon completion of this workshop, you will be able to:

* Recognize individual conversational strengths - how to persuade and influence
* Deliver "tough" feedback timely, accurately, and appropriately - getting desired results
* Coach others to ensure a productive and cooperative working atmosphere - establishing accountability
* Evaluate individual leadership approaches - effective and ineffective - choosing the right approach

*Dates*: March 19, 2013

*Fees*: $545

*Contact*: (804) 289-8019 or [execed@richmond.edu](mailto:execed@richmond.edu)

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### The Inspirational Leader

<http://business.richmond.edu/executive-education/course-list.html>

What do we need to do as leaders to convey more positive energy, to create opportunities to challenge and spire others?  How do we lead and encourage others toward excellence, greater creativity, and more job satisfaction?  This two-day program will present current research on what "drives" all of us toward greater commitment and achievement, regardless of monetary ad nonmonetary rewards.  In addition, specific guidelines will be offered for developing an "inspiring plan" that gets employees fired up and energized about their work, their team, and their organization - that makes them want to come to work every day.

*Date: May 16, 2013*

*Fees: $545*

*Contact:* (804) 289-8019 or [execed@richmond.edu](mailto:execed@richmond.edu)

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### Managing Project Teams

<http://business.richmond.edu/executive-education/course-list.html>

The selection and management of your project team is as important as the project plan itself. Without a cohesive project team and the interpersonal chemistry to function as a unit, your project may fall short of everyone’s expectations. Successful project managers utilize proven team management techniques in the selection, direction and motivation of their project.

Your success as a project manager hinges on realizing the power of your team and being proactive in accepting responsibility for team output and results. This unique program offers a comprehensive look at the tools, techniques and methodologies that successful project managers use in a broad array of industries and projects.

*Date: January 17-18, 2013; May 9-10, 2013; September 26-27, 2013*

*Fees: $995*

*Contact:* (804) 289-8019 or [execed@richmond.edu](mailto:execed@richmond.edu)

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## University of South Carolina

### [Building and Leading Dynamic High-Performance Teams](http://www.moore.sc.edu/execed/publicprograms/leadershipmanagementprograms.aspx)

<http://www.moore.sc.edu/executiveeducation/leadershipprograms.aspx#teams>

Building and Leading Dynamic High-Performance Teams teaches you the proven-effective techniques required of leaders in today’s high-demand businesses. Learn the skills needed to align team performance, including how to resolve disputes, evaluate performance and keep teams on track.

You will learn:

* + How to share leadership and build trust: secrets to situational leadership
  + What it takes to create an empowered team environment
  + How to facilitate productive meetings and group sessions
  + How to put team development models to work
  + How to identify and manage dysfunctional team members

*Dates:* Dec 10-12, 2013  
*Cost:* $1690/participant ($1390/participant for two or more)

*Contact Number:* 803 777-4443 or 800.393.2362

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### [Essential Tools to Build Your Supervisory Skills](http://www.moore.sc.edu/execed/publicprograms/leadershipmanagementprograms.aspx)

<http://www.moore.sc.edu/executiveeducation/managementprograms.aspx#supervisory>

[Essential Tools to Build Your Supervisory Skills](http://www.moore.sc.edu/execed/publicprograms/leadershipmanagementprograms.aspx) enables new supervisors to thrive while making the transition from individual contributor to management. We show you how to take the mystique, fear and uncertainty out of the supervisory challenge while enhancing your personal productivity.

You will learn:

* + How to develop your role as a leader
  + What you need to know to sharpen your supervisory skills
  + How to understand personality interactions
  + How to analyze and solve interpersonal problems
  + Efficient scheduling and setting of priorities
  + Successful coaching skills

*Program Dates:* May 14-15, 2013 (Module 1)

May 16-17, 2013 (Module 2)

November 12-13, 2013 (Module 1)

November 14-15, 2013 (Module 2)

*Program Tuition:* $950/module/participant ($650/module/participant for two or more)

*Contact Number:* 803 777-4443 or 800.393.2362

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### [Innovative Communication Strategies for Improving Performance](http://www.moore.sc.edu/execed/publicprograms/leadershipmanagementprograms.aspx) (The Birkman Method®)

<http://www.moore.sc.edu/executiveeducation/leadershipprograms.aspx#birkman>

Using The Birkman Method®, [Innovative Communication Strategies for Improving Performance](http://www.moore.sc.edu/execed/publicprograms/leadershipmanagementprograms.aspx) reveals how you behave and react in interpersonal relationships, examines your response to conflict and empowers your decision-making. Learn how you relate to others to master the skills necessary for effective communications.

You will learn:

* + Tools for persuasive communication
  + How to accurately interpret body language
  + Effective communication as a leader
  + How to stay cool under stress
  + How to master the intricacies of group dynamics
  + What you need to know to understand and tap the power of motivational needs

*Program Dates:* Oct 23-25, 2013 *Program Tuition:* $1350/participant ($1050/participant for two or more)

*Contact Number:* 803 777-4443 or 800.393.2362

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### Coaching Skills for Maximum Performance

<http://www.moore.sc.edu/executiveeducation/leadershipprograms.aspx#coaching>

*Coaching Skills for Maximum Performance* targets the unique strategic skill of coaching. It is a powerful course, applicable to all business settings, which delivers the tools managers need to learn, practice and master coaching skills.

This course introduces an interactive model that managers, leaders and coaches can implement immediately in their organizations to promote innovation, accelerate results, develop and retain valuable organizational members, improve organizational communication and team effectiveness and deepen commitment to personal, professional and organizational goals.

You will learn:

* + Teamwork, leadership and high-performance communication skills
  + Strategies to retain key employees
  + How to measure the effectiveness of recruitment and development
  + Skills you need to enhance employee morale, loyalty and motivation

*Program Dates:* September 19-20, 2013 *Program Tuition:* $1350/participant ($1050/participant for two or more)

*Contact Number:* 803 777-4443 or 800.393.2362

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## University of Texas

### Building Engagement: What Leaders Do To Manage Talent and Build Allegiance

<https://www.mccombs.utexas.edu/ExecED/Building-Engagement>

Both formal and informal leadership are essential to creating engagement in today’s competitive work environment. This program examines what it takes to “make it” as a leader, and presents a wide variety of practical moves successful people make to create loyalty and build commitment.

Different than many sessions of this sort, we look at specific steps you can take to enhance interpersonal effectiveness and generate high levels of engagement among your co-workers. In this program, we discuss research findings where leaders world-wide were asked to describe what they did, on a daily basis, that made them successful leaders.

*Date:* April 2-3, 2013 *Location:* AT&T Executive Education and Conference Center

*Cost:* $2,450 (Individual Course); $11,500 - [General Management Certificate](https://www.mccombs.utexas.edu:443/ExecED/Executive-Development-Certificates/General-Management-Certificate.aspx)  
(includes materials, lunches and breaks.) *Application Deadline*: Early registration is encouraged. Class size is limited and may fill to capacity. We request registrations with payment at least 3 weeks in advance of the program start date.

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### Leading High Performance Teams

<http://www.mccombs.utexas.edu/ExecED/Leading-High-Performance-Teams>

Managers in today’s business world must become creative leaders who inspire productivity and motivate employees to achieve organizational goals and objectives. Faced with ever increasing demands, managers are being asked to perform functions formerly in the realm of human resource and other departments. This program will provide you with a comprehensive toolkit of the major functions effective leaders perform: hiring, communicating, motivating, negotiating, teaming, evaluating, rewarding and creating a high performance culture. You will examine and learn the critical skills effective managers use to motivate and lead others, and how to foster group cohesiveness.

*Dates:* February 28 – March 1, 2013; April 11–12, 2013 *Location:* AT&T Executive Education and Conference Center

*Cost:* $2,450 (Individual Course); $11,500 - [General Management Certificate](https://www.mccombs.utexas.edu:443/ExecED/Executive-Development-Certificates/General-Management-Certificate.aspx); $13,800 - [Project Management Certificate](http://www.mccombs.utexas.edu/ExecED/Executive-Development-Certificates/Project-Management-Certificate.aspx) (includes materials, lunches and breaks.) *Application Deadline*: Early registration is encouraged. Class size is limited and may fill to capacity. We request registrations with payment at least 3 weeks in advance of the program start date.

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### Virtual Leadership: Leading Dispersed Teams

<http://www.mccombs.utexas.edu/ExecED/Virtual-Leadership.aspx>

At a time of corporate belt tightening, people are traveling less and meeting less frequently with their fellow team members and leaders. Virtual teams are already a fact of the global marketplace as companies leverage talent spread across the world and technology allows better communication. This trend is increasing rapidly as travel restrictions lessen face-to face interaction.

You will examine what it takes to lead and work with distanced teams. The program draws from recent research to identify the necessary skills members of virtual teams need for creating successful teams. A two-stage model of distance leadership is introduced that teaches participants how to more effectively work with, and lead, teams that work far apart.

*Date:*  May 30-31, 2013 *Location:* AT&T Executive Education and Conference Center

*Cost:* $2,450 (Individual Course); $11,500 - [General Management Certificate](https://www.mccombs.utexas.edu:443/ExecED/Executive-Development-Certificates/General-Management-Certificate.aspx) (includes materials, lunches and breaks.) *Application Deadline*: Early registration is encouraged. Class size is limited and may fill to capacity. We request registrations with payment at least 3 weeks in advance of the program start date.

**For more information on these programs please contact: 1-800-409-EXEC(3932)**

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## University of Virginia

### Leading Teams for Growth and Change

<http://www.darden.virginia.edu/web/Executive-Education/Open-Enrollment-Program/Leadership-and-Change/Leading-Teams/>

Prepare to lead in any situation. Engage in an experiential learning process and problem-solving framework that includes in-class case analysis, team application and hands-on rowing. Participants will:

* Develop strong sustainable leadership and teambuilding capabilities.
* Experience the not-so-secret steps of taking a team to the highest level.
* Learn to harness individual and team strengths with the strengths of others across the enterprise.
* Understand the interaction between leadership and team performance.

*Gain insight into:*

*Team Culture*

* Build a culture that promotes change and growth.
* Help team members develop creative solutions and view workplace challenges as opportunities.
* Create a culture for paramount team functioning.

*Team Leadership*

* Visualize and communicate goals.
* Generate commitment, loyalty and pride.
* Inspire teams using leadership secrets.
* Use collaboration and teamwork effectively.

*Hands-On Rowing*

* Examine leadership and team building.
* Realize how coaching works and builds teams.
* Understand methods of listening and offering feedback.
* Bridging differences in teams.
* Blend individual strengths into team high performance.

*Dates:* May 13-17, 2013; October 7-11, 2013

*Fee:* $7,750 per person. The fee includes tuition, course materials, lodging, meals and certificate of participation. We accept payment by check, American Express, MasterCard and Visa. Payment is due upon receipt of invoice and/or acceptance into the program. Companies that send more than one participant to a single program offering will receive 10% off the full fee for any additional participants.

Information/Registration

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Web: [www.darden.virginia.edu/exed](http://www.darden.virginia.edu/execed)

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## University of Wisconsin - Madison

### Leadership: Inspire the Best in Your People

<http://exed.wisc.edu/Courses/Leadership-Inspire-the-Best-in-Your-People>

Develop your business leadership thinking! During this advanced course for managers, you will observe and analyze what leaders do to get the best performance from their people in a variety of circumstances. Learn how leaders build and sustain credibility. Discover how to create and communicate a powerful vision that that sets a clear direction and inspires others to follow. Plus, you’ll receive helpful peer and instructor feedback on your leadership style.

With the powerful knowledge gained during this course, you will be able to:

* Decide which leader approach to use in different situations
* Clarify the differences between critical leadership behaviors that drive peak performance
* Understand your leader strengths and areas of opportunity
* Draft your own personal leadership credo and vision
* Improve your team leadership skills

*Program Dates:* [*May 15-17, 2013; November 11-13, 2013*](http://exed.wisc.edu/Courses/Leadership-Inspire-the-Best-in-Your-People)

*Program Tuition: $1,895 USD*

*Contact Number: 608-441-7357*

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### Success Under Duress: Emotional Intelligence, Conflict Management, and Negotiations

<http://exed.wisc.edu/Courses/Success-Under-Duress-Emotional-Intelligence-Conflict-Management-and-Negotiations>

In this course, we will investigate a range of methods for alleviating sources of conflict and successfully addressing the underlying interests of all concerned. We will also examine a process for facilitating and resolving conflict between two parties.

With the powerful knowledge gained during this course, you will be able to:

Understand Emotional Intelligence

* Achieve a better understanding of your emotions
* Identify effective strategies for managing your emotions
* Establish emotional boundaries

Establish effective working relationships

* Recognize your options for conflict resolution
* Give people “a way out”
* Develop respectful responses to disrespectful behavior

Develop effective negotiation skills

* Negotiate with strength and confidence
* Understand the intent behind the other party’s position
* Achieve negotiated results that work for both parties

*Program Dates:* [*June 10-12, 2013; September 23-25, 2013*](http://exed.wisc.edu/Courses/Success-Under-Duress-Emotional-Intelligence-Conflict-Management-and-Negotiations)

*Program Tuition: $1,895 USD*

*Contact Number: 608-441-7357*

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### The Manager’s Role As Leader

<http://exed.wisc.edu/Courses/The-Managers-Role-as-Leader>

Great managers have excellent processes in place, build collaborative relationships, and understand their role in the company’s strategy. Outstanding managers recognize when to step beyond that role and lead—they know how to distinguish management from leadership. This course will enable you to confidently lead your team by understanding each situation, its context, and the people involved.

With the powerful knowledge gained during this course, you will be able to:

* Understand and practice facilitative leadership
* Develop a situational leadership plan
* Balance advocacy and inquiry skills to achieve effective situation analysis
* Recognize your most productive leadership style and your weaknesses
* Make decisions based on each situation, its context, and the people involved
* Decode complex people issues
* Enhance managerial tools and processes to improve the performance of others

*Program Dates:* [*April 3-5, 2013; September 18-20, 2013*](http://exed.wisc.edu/Courses/The-Managers-Role-as-Leader)

*Program Tuition: $1,895 USD*

*Contact Number: 608-441-7357*

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### Transition to Manager: A One-Week Boot Camp

<http://exed.wisc.edu/Courses/Transition-to-Manager-A-One-Week-Boot-Camp>

The transition from individual contributor to people manager is one of the most difficult and risky transitions in anyone’s career. This course focuses on the process and principles that characterize excellence in people management and how to successfully make the transition from contributor to manager. Participants explore six essential conversations managers must master to get the best from their people, as well as foundational skills that separate great managers from good managers.

With the powerful knowledge gained during this course, you will be able to:

* Understand the transition from individual contributor to the role of people manager
* Set performance and development goals for others
* Provide usable and constructive performance feedback
* Motivate others to achieve desired results
* Sharpen your decision-making and communication skills
* Resolve conflict in a way that promotes performance and personal dignity
* Build team alignment, relationships, and processes
* Recognize and leverage the unique talents on work teams
* Guide others successfully through organizational and professional change
* Counsel others on career goals and career choices

Can't dedicate five days in a row to completing this course? You're busy, and we understand five full days is a long time to be out of the office. Call the program coordinator (information at right) to discuss the possibility of splitting this five-day course into one three-day course and one two-day course.

*Program Dates:* [*February 25-March 1, 2013; April 15-19, 2013; October 7-11, 2013*](http://exed.wisc.edu/Courses/Transition-to-Manager-A-One-Week-Boot-Camp)

*Program Tuition: $2,995 USD*

*Contact Number: 608-441-7357*

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## Vanderbilt University

### Leadership Coaching

<http://www.owen.vanderbilt.edu/vanderbilt/programs/executive-development-institute/open-enrollment-programs-for-individuals/program-catalog/course-details.cfm?customel_datapageid_31775=39810>

Effective coaching builds employee skills, addresses shortcomings, develops leadership capability and enhances executive performance. Surveys show that employees at all levels of organizations find coaching very useful—and they want more and better coaching.   
  
Whether you manage entry-level employees or executives, this program will help you build the distinctive set of competencies necessary to coach effectively and enhance leadership and performance with your team and organization.    
  
In this intensely focused, two-day program, you’ll learn best practices for coaching, observe a variety of coaching styles and techniques and gain firsthand experience with the coaching process.

What You Will Learn:

* Methods to enhance your leadership capabilities through effective coaching
* How to use coaching to develop, attract and retain talented employees
* Understand how to identify employees’ key needs, set goals for their development, establish action plans and provide ongoing assessment
* Ways to positively motivate employees in ways that improve individual and team performance

*Date: March 18-19, 2013*

*Location: Vanderbilt Owen Graduate School of Management, Nashville, TN*

*Costs: $1,980*

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### Managing Teams in Organizations

<http://www.owen.vanderbilt.edu/vanderbilt/programs/executive-development-institute/open-enrollment-programs-for-individuals/program-catalog/course-details.cfm?customel_datapageid_31775=78688>

Management skills and the ability to lead high-performance teams are greatly prized by top companies and executives. In this dynamic, two-day course, you’ll be able to develop and practice these skills—and in the process become more valuable to your organization.  
  
Through a combination of case studies, simulations, discussion and role-playing, you’ll improve your ability to motivate employees, work within diverse groups, apply human resource management tools to build effective teams, and lead change.  
  
This two-day program is for any level manager to learn key strategies for managing people and teams that achieve success.

What You Will Learn

You’ll learn ideas and techniques you can apply right away, including:

* How to build your skills as a leader
* Defining and analyzing problems and developing viable action plans
* Creating and sustaining successful teams through a better understanding of how teams function and how you work in team settings
* Decision tactics for when it’s appropriate to use a team
* Aligning organizational structures to make teams more successful
* Methods for structuring incentives and motivating team members

*Date: September 30 – October 1, 2013*

*Location: Vanderbilt Owen Graduate School of Management*

*Costs: $1,980*

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## Washington University in St. Louis

### Difficult Conversations

<http://www.olin.wustl.edu/executiveeducation/OPP/Pages/UpcomingSeminars.aspx>

In today’s collaborative environment, getting things done requires the ability to work across silos, through differences and around a variety of unexpected obstacles. The ability to handle difficult conversations – with direct reports, peers, customers, partners or suppliers – is key to your ability to lead effectively. This interactive session, designed by members of the **Harvard Negotiation Project**, will offer a framework and practical skills for handling conflict and making sound decisions while maintaining good working relationships.

*Dates:* May 2, 2013 *Location:* St. Louis- Charles F. Knight Executive Education Center

*Cost:* $750

*Contact Number:* (314) 935-9494

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### Leading Projects: Managing Multiple Stakeholders

<http://www.olin.wustl.edu/executiveeducation/OPP/Pages/UpcomingSeminars.aspx>

Learn how to develop advanced project stakeholder analyses and to create and implement an effective stakeholder strategy. Organizations depend on projects as vehicles to establish sustainable competitive advantages. Successful project execution requires support from multiple stakeholders. Seminar participants will learn advanced stakeholder management methods by actively participating in a novel simulation, based on a sophisticated academic behavior model – proved to be a powerful tool for learning by doing. Participants will receive an effective framework to help them apply the lessons in the real world, resulting in both sustained long-term relationships with key stakeholders and improved implementation of organizational changes, strategic initiatives and major projects.

*Dates:* May 15, 2013 *Location:* St. Louis- Charles F. Knight Executive Education Center

*Cost:* $750

*Contact Number:* (314) 935-9494

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### Leading Teams for High Performance

<http://www.olin.wustl.edu/executiveeducation/OPP/Pages/UpcomingSeminars.aspx>

Day one of this seminar will focus on building foundations of team leadership with productivity drivers, understanding team development and facilitating effective team interactions. Day two of this seminar will focus on sustaining high performance with the five dysfunctions of a team, managing conflict and facilitating difficult conversations.

*Dates:* February 27-28, 2013 (Two day seminar) *Location:* St. Louis- Charles F. Knight Executive Education Center

*Program Tuition*: $1,500

*Contact Number*: (314) 935-9494

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### Transformative Leadership Coaching

<http://www.olin.wustl.edu/executiveeducation/OPP/Pages/UpcomingSeminars.aspx>

Elevate your effectiveness by learning transformative leadership skills.  That is, learn how to turn stressful meetings (e.g., about individual or team performance) into coaching conversations.  Ask questions that help others take more personal responsibility.  Use disagreement to generate learning.   Transform ambivalence and indecision into clear goals, genuine buy-in and concrete results.  And, learn how to convert vulnerability into real strength as a leader.

*Date:* June 12, 2013

*Location:* St. Louis- Charles F. Knight Executive Education Center

*Cost:* $750

*Contact Number:* (314) 935-9494

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### Tribal Leadership: Unleashing the Power of Creative Collaboration

<http://www.olin.wustl.edu/executiveeducation/OPP/Pages/default.aspx>

Every organization is a tribe or a network of tribes – groups of 20 to 150 people that form naturally, in which everyone knows everyone else, or at least knows of them. In this highly interactive session led by Dave Logan PhD, the program shows professionals how to upgrade their organization one tribe at a time. The result is unprecedented collaboration and impact. At the heart of this session is Dave Logan’s 10-year study on 24,000 people that mapped, for the first time, five stages of corporate culture and the unique leverage points to nudge a group forward.

*Dates: March 5, 2013  
Application Deadline: Open Enrollment   
Program Tuition: $750 USD*

*Contact Number: (314) 935-9494*

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### Negotiation and Conflict Management

[http://www.olin.wustl.edu/Events/Pages/Event.aspx?CID=718|Executive Programs Calendar&Referrer=http%3a%2f%2fwww.olin.wustl.edu%2fexecutiveeducation%2fOPP%2fPages%2fUpcomingSeminars.aspx](http://www.olin.wustl.edu/Events/Pages/Event.aspx?CID=718|Executive%20Programs%20Calendar&Referrer=http%3a%2f%2fwww.olin.wustl.edu%2fexecutiveeducation%2fOPP%2fPages%2fUpcomingSeminars.aspx)

Negotiation is a fundamental aspect of every manager's job.  This program will use individual assessments, complex business cases and hands-on experiential activities to address your strengths and limitations, enhancing your skills as a negotiator.  The objectives of the program are to develop a general framework that enables you to better prepare for and conduct a wide range of negotiations and to use negotiations to resolve difficult conflicts effectively and efficiently.    
  
Institutional rules, turf issues and networks of influence shape and constrain the negotiation process in subtle ways.  Learning to anticipate and address these forces should improve your ability to craft agreements that advance your career and the success of your organization.

*Date: October 17, 2013*

*Location: St. Louis*

*Fee: $750*

**For more information on these programs please contact: 314-935-9494**

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## Wharton—University of Pennsylvania

### Building Relationships That Work

<http://executiveeducation.wharton.upenn.edu/open-enrollment/leadership-development-programs/building-relationships-that-work.cfm>

Interactive exercises wrapped around short lectures will introduce you to a series of practical frameworks for building new relationships and improving existing ones. As you focus on the three cornerstones of successful relationships — knowing yourself, understanding others, and developing trust and credibility — you'll develop better listening and questioning skills. You'll work on one of your current relationship challenges through applied practice, small-group work, and reflective sessions and receive individualized feedback on your approach from faculty and peers. You'll leave with a solid understanding of how to transform ineffective patterns, resolve difficult relationships, and build highly collaborative alliances throughout your career.

Learn how to convert business relationships into a network that works for you. Discover how your preferred thinking style affects your interactions with others and how tools such as effective listening will enable you to make and maintain solid business relations.

In this program, you will:

* Work on one of your current relationship challenges during the program and leave with practical solutions.
* Revitalize key relationships with colleagues, clients, and suppliers.
* Develop skills for building ongoing relationships across disciplines and cultures.
* Learn to reframe situations for innovative solutions.

*Program Date: April 15-18, 2013, October 21-24, 2013*

*Program Tuition: $7,600 USD*

*Contact Name: Katrina S. Clark*

*Contact Number: 215-898-1776*

*Contact Email –* [*execed@wharton.upenn.edu*](mailto:execed@wharton.upenn.edu)

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### Creating and Leading High-Performing Teams

<http://executiveeducation.wharton.upenn.edu/open-enrollment/leadership-development-programs/creating-leading-teams.cfm>

The dynamics of teamwork are too complex to be understood in the classroom alone. This program provides a distinctive combination of classroom and case work along with daily experiential exercises. It builds upon years of programs by Professor Mike Useem and Wharton Leadership Ventures, which have immersed MBA students and executives in rigorous outdoor challenges around the globe. Senior guest speakers also will offer their experiences from business, the military, and other areas.

Teams drive organizational progress. Yet forming and leading high-performance teams is one of the most complex challenges facing any leader. *Creating and Leading High-Performing Teams* combines the best insights from research and case studies, tested in the context of hands-on, experiential learning. The program places executives into team challenges in diverse settings — from rowing crew shells to the performing arts. These experiences will change the way you create and lead your own high-performing teams.

In this program, you will:

* Understand the stages of team formation.
* Gain hands-on experience in building, participating on, and leading teams in diverse contexts.
* Understand how team leadership resides in action rather than position.
* Learn to manage strong individual players within a team and draw out the best from everyone — so the team is more than a sum of its parts.
* Learn about your own leadership style and its impact on team performance.
* Build a network of fellow leaders for sharing challenges, insights, and perspectives.

*Program Date: June 10-14, 2013, October 7-11, 2013*

*Program Tuition: $9,400 USD*

*Contact Name: Katrina S. Clark*

*Contact Number: 215-898-1776*

*Contact Email –* [*execed@wharton.upenn.edu*](mailto:execed@wharton.upenn.edu)

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### Leading and Managing People

<http://executiveeducation.wharton.upenn.edu/open-enrollment/leadership-development-programs/leading-managing-people-program.cfm>

This leadership management program's active-learning approach blends interactive lectures with hands-on experiences that put the principles into practice. Faculty challenge you to examine your own management objectives and leadership style and explain why many of the current methods won't get the results you need. Throughout the program, you focus on one of your own current challenges. You'll experiment with new approaches and behaviors in applied learning sessions, receive constructive feedback and insights from faculty and fellow executives, and leave with specific action steps for resolving current and future challenges.

You’ll see how you affect your employees — positively and negatively — and gain practical tools and frameworks that help you lead them more effectively to achieve the results you need. This program is complementary to [Building Relationships That Work](http://executiveeducation.wharton.upenn.edu/open-enrollment/leadership-development-programs/building-relationships-that-work.cfm), which focuses on revitalizing the relationships that affect the quality and profitability of your business.

In this program, you will:

* Communicate your leadership objectives with clarity and impact.
* Strengthen your power of influence and test new approaches for motivating others.
* Use a “Self-Design” process to make lasting changes in your leadership style and behaviors.

*Program Date: March 25-28, 2013, September 9-12, 2013, December 9-12, 2013*

*Program Tuition: $8,000 USD*

*Contact Name: Katrina S. Clark*

*Contact Number: 215-898-1776*

*Contact Email –* [*execed@wharton.upenn.edu*](mailto:execed@wharton.upenn.edu)

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## Xavier University

### Building Effective Teams

<http://xavierleadershipcenter.com/programs/building-effective-teams/>

In this highly engaging and interactive program you will learn how to build, participate in and lead teams that are better able to make decisions, solve problems and achieve common goals—even when members have different information and opposing interests. Using examples of several different leadership approaches and proven techniques, Building Effective Teams will teach you how to optimize your team to achieve both long and short-term effectiveness.

*Dates:* May 22, 2013 *Application Deadline:* May 15, 2013

*Costs*: $595 USD

*Contact Number*: 513-745-3396 or 800-982-2673

*Location:* Xavier University, Cincinnati, Ohio

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### Influencing Without Authority

<http://xavierleadershipcenter.com/programs/influencing-without-authority/>

*Influencing Without Authority* leverages the fact that—regardless of what we may think—most people make decisions (even complex technical and financial ones) based upon emotional factors.   The ability to connect with your peers, managers and direct reports on an emotional level is one of the keys to leading others, especially when you don’t have direct authority over what they do.

The most influential leaders have learned how to use emotional intelligence to relate to their teams on a personal level.  They have also mastered the art of inspiring others without being overbearing, by adding subtle but powerful performance elements to their communication. This is a potent combination, and the secret behind this powerful workshop.

Our unique approach to influence leverages concepts that help you connect with others at a deeper level – through story-based conversational planning and sequencing, physical and verbal style, and many other techniques.  In this hands-on learning experience, you will have the opportunity to apply these tools to your specific challenges, experiencing the process, as well as receiving feedback on how to effectively implement these skills.  The result – you can immediately utilize these techniques in your real world, and engage and influence others to help you become a more effective manager and leader.

*Dates:* April 2, 2013 *Application Deadline:* March 26, 2013

*Costs:* $595 USD

*Contact Number:* 513-745-3396 or 800-982-2673

*Location:* Xavier University, Cincinnati, Ohio

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### Managing Conflict

<http://xavierleadershipcenter.com/programs/managing-conflict/>

***Managing Conflict*** will help you conduct positive interactions with others, prevent time consuming mistakes and misunderstandings, quickly resolve complaints and conflict, and communicate effectively with just about anyone, anytime, anywhere.

This experiential program will enable participants to understand what conflict “feels” like through hands-on demonstrations, practical applications and situational challenges.  You will learn and apply the 3 core tools for managing conflict and how to adapt them to your work situation to successfully work with others to resolve issues that drive conflict.

*Dates:* April 16, 2013 *Application Deadline:* April 9, 2013

*Costs:* $595 USD

*Contact Number:* 513-745-3396 or 800-982-2673

*Location:* XavierUniversity, Cincinnati, Ohio

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### Train-the-Trainer: How Adults Learn

<http://xavierleadershipcenter.com/programs/train-the-trainer-how-adults-learn/>

Ed Jones, nationally known facilitator of our Train the Trainer programs often advises participant, “Rather than being the ***sage*** *on the stage*, *consider being the* ***guide*** *on the side*.”  This is the key to adult learning – it’s about facilitating learning experiences, rather than telling what you know.  ***Train-the-Trainer: How Adults Learn*** helps you to develop a new, more energized and more effective style of training that speaks to adults in a way that is relevant.

This program is a practical, fast-paced and results-oriented and serves as a real-time model for participants.  You can personally experience the principles behind adult training that really works. You’ll learn the keys to formatting and delivering your message in a way that finally makes sense to your learners.

Participation in this session can literally revolutionize the way you approach every training challenge.

***Train the Trainer How Adults Learn*** is the first session in our popular ***Train the Trainer Series Certificate*** ***Program***.  This program can be taken as standalone class, but to have the most impact, we encourage individuals to take the entire Train the Trainer Series – ***How Adults Learn***, ***Proven Classroom Training Techniques*** and ***Planning, Designing and Evaluating Training***.  A Series discount is available for those enrolling in all 3 programs.

*Dates:* March 11, 2013; July 18, 2013 *Application Deadline:* March 4, 2013; July 8, 2013

*Costs:* $595 USD

*Contact Number:* 513-745-3396 or 800-982-2673

*Location:* Xavier University, Cincinnati, Ohio

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### Train-the-Trainer: Planning, Designing and Evaluating Training

<http://xavierleadershipcenter.com/programs/train-the-trainer-planning-designing-evaluating-training/>

***Train the Trainer: Planning, Designing & Evaluating Training*** helps you to develop a new, more energized and more effective classroom learning experience. You’ll learn how to save time and money during the design process.  And more importantly, you’ll add to, modify and edit one of your existing training programs so that it becomes a more learner-focused and results-oriented training design, and serves as a model for other training programs you develop.

***Train the Trainer: Planning, Designing & Evaluating Training*** is the second session in our popular ***Train the Trainer Series Certificate*** ***Program***.  This program can be taken as standalone class, but to have the most impact, we encourage individuals to take the entire Train the Trainer Series – ***How Adults Learn***, ***Planning, Designing and Evaluating Training*** *and* ***Proven Classroom Training Techniques***.  A Series discount is available for those enrolling in all 3 programs.

*Dates:* March 12-13, 2013; July 16-17, 2013 *Application Deadline:* March 5, 2013; July 9, 2013

*Costs:* $995 USD

*Contact Number:* 513-745-3396 or 800-982-2673

*Location:* Xavier University, Cincinnati, Ohio

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### Train-the-Trainer: Proven Classroom Training Techniques

<http://xavierleadershipcenter.com/programs/train-the-trainer-proven-classroom-training-techniques/>

This is two days of heavy duty immersion learning — you will learn by doing and discover how to help your trainees do the same.  You’ll explore every stage of the facilitation process from icebreakers at the opening to action planning at the close.  You’ll learn at your own pace and face challenges geared toward your level of expertise.

Best of all, you’ll get to see yourself in action.  You’ll be videotaped while conducting a brief training sequence then receive feedback from your instructor.  Here is a rare opportunity to assess and refine your classroom technique with the help of other training professionals. Participation in this session can literally revolutionize the way you approach every training challenge.

***Train the Trainer: Proven Classroom Training Techniques*** is the final program in our popular ***Train the Trainer Series Certificate*** ***Program***.  This program can be taken as standalone class, but to have the most impact, we encourage individuals to take the entire Train the Trainer Series – ***How Adults Learn***, ***Planning, Designing and Evaluating Training*** and ***Proven Classroom Training Techniques***.  A Series discount is available for those enrolling in all 3 programs.

*Dates:* March 14-15, 2013; July 18-19, 2013 *Application Deadline:* March 7, 2013; July 11, 2013

*Costs:* $995 USD

*Contact Number:* 513-745-3396 or 800-982-2673

*Location:* Xavier University, Cincinnati, Ohio

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# ECQ 3: Results Driven

This core qualification involves the ability to meet organizational goals and customer expectations. Inherent to this ECQ is the ability to make decisions that produce high-quality results by applying technical knowledge, analyzing problems, and calculating risks.

## BRODY Professional Development

### Accountability: Four Keys to Manage Success 1:1 Coaching

[www.brodypro.com](http://www.brodypro.com)

In these times of tight budgets and greater demands, **every** team member must “own” their decisions and actions if the organization is to succeed as a whole. If you are noticing pockets of complacency, finger pointing, and blame within your group or your company — our program can help. This BRODY workshop will invigorate your team’s commitment and passion through an accountability audit and reinforce the principle of accountability as the linchpin to success.

**1:1 Coaching initiative with Marjorie Brody - Certified Coach**

**(1-day face-to-face & 3 coaching conference calls):**

1. Initial 20-minute, pre-coaching call to discuss specific objectives & the coaching plan (& select dates)
2. 1-hour Coaching Conference call to begin coaching and address specific objectives
3. Full-day Face-to-Face Coaching Session to discuss, role play, practice and work on specific needs
4. 1-hour Follow-up Coaching Conference call to discuss homework, progress and wrap up

**Business Outcomes:** *After attending this session, participants will be able to:*

* Develop a culture of accountability
* Convert a poor attitude into a winning attitude
* Lead by example in all that they do
* Give and receive honest feedback
* Demonstrate courage in challenging situations
* Eliminate behaviors that can destroy relationships and reputations
* Hold themselves and others accountable for results

**Coaching Outline: Four Realities of Our Work World**

* Attitude: Life is not fair
* Performance: No one owes you a living
* Behavior: Reputation & relationships rule
* Courage: Doing the right thing *is* the right thing

Dates: All Dates TBD by participant

Location: TBD

Deadline: December 31, 2013

Program Tuition: $5,000 - $6,000 see below

Registration: Online Registration not available for this course, please see contact # below

Contact Number: Tina at 215-908-4601 or 215-886-1688 [tina@brodypro.com](mailto:tina@brodypro.com)

**Investment: With Marjorie Brody, Owner (Based on location)**

$5,000 if client meets at the BRODY office in Jenkintown, PA – or

$6,000 if sessions are held at the client’s site/agreed upon location; plus reasonable trainer travel

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## Brookings Institution

### Accountability for Results

<http://www.brookings.edu/about/execed/programs/accountabilityforresults/201206>

Accountability is the essence of public service. Being accountable to Congress, stakeholders, and the public at large means being a steward of the common well-being and delivering high-quality, timely, and cost-effective results for the American people. Achieving these results requires a high level of organizational performance that is best derived through robust and meaningful measures.

This course discusses fundamental challenges in measuring for the purpose of improving organizational performance and shows you how to overcome these challenges. It also discusses how to identify and manage risk so leaders can make well-informed, effective, and timely decisions to improve performance.

This program will help you:

* Learn how to design appropriate measurement systems that can drive performance
* Discover when changing your measurement system is efficient
* Understand the relationship between measurement and performance improvement
* Develop strategies for ongoing review of performance and incorporate new approaches for results-oriented leadership

*Dates:*  June 11-13, 2013

*Location:* Brookings Institute (Washington DC)

*Cost:* $2,695

**For more information on this program or for additional dates please contact: (800) 925-5730**

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### Problem Solving Through Critical Thinking

<http://www.brookings.edu/execed/programs/catalog/criticalthinking>

Executives and managers frequently grapple with complex challenges that are not recognized as problems until they loom large. Creatively and effectively solving these problems often involves leading a diverse team, which presents its own challenges. Indeed, these teams can end up solving the wrong problem.

This course introduces critical thinking and helps leaders proactively manage their organizations and agencies for long-term success. A central focus is the difference between formulating problems and solving them. You will learn the specific process for formulating complex, ill-structured problems. You also will learn basic facilitation skills for helping groups engage in problem formulation and problem-solving activities.

This program will help you:

* Define critical thinking and how it applies to team activities in government agencies
* Understand the difference between problem formulation and problem solving, and develop the capacity to run processes for both
* Recognize, identify, and overcome common pitfalls in implementing problem formulation and problem solving activities

*Dates:*  April 24-25, 2013

*Location:* Brookings Institute (Washington DC)

*Cost:* $1,895

**For more information on this program or for additional dates please contact: (800) 925-5730**

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## City University of Seattle

### Project Management (online)

<http://www.cityu.edu/programs/som/gc_project_management.aspx>

If you have an undergraduate or graduate degree and want to learn more about project management, this certificate program is a great fit. You'll be able to enhance existing skills and professional credentials that could lead to advancement opportunities. This certificate also can be a great stepping stone to a graduate program if you haven't yet earned a graduate degree.

Our program is designed to give you the advanced knowledge you need to organize and lead projects in a variety of different settings and disciplines. Activities include a combination of individual and team experiences. You will participate on real and virtual teams throughout the program. You will be able to apply your newly learned skills immediately within your organizational environment. All of our courses are based on the PMI’s Body of Knowledge (PMBOK®) and qualify for PMI’s Professional Development educational/training Units (PDU®), which are crucial to certification.

*Dates*: Program starts every quarter and is 18 credits in length. We do not have an

application deadline.

*Location*: All classes are delivered online and can be accessed anytime, anywhere.

**Please contact the Office of Admissions at 1-888-42-CityU (1-888-422-4898) or info@cityu.edu**

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## Columbia University

### Leading Strategic Growth and Change

<http://www8.gsb.columbia.edu/execed/program-pages/details/1/LSGC?sourceid=finder>

**Overview:** This program is a five-day program focused on growth initiatives within an organization; it utilizes the process of finding opportunities, launching new ventures, and leading necessary organizational changes to revitalize an organization.

Participants learn how to thrive in rapidly changing and highly uncertain environments, gain insight into a current pressing change initiative within their own organization, and immediately begin to apply the learning to make rapid progress on the issue.

**Audience:** Designed for upper- to senior-level executives who seek significant growth opportunities for their organizations.

**Benefits:**

* Explore how to lead through change and uncertainty
* Learn to make use of an entrepreneurial mindset in an established corporation
* Understand the political and implementation challenges of growth
* Discover a proven framework for leading growth
* Gain insight into the cultural and leadership challenges of the information economy

*Program Dates:* May 20-24, 2013; October 21-25, 2013 

*Application Deadline:* Rolling Admission depending on space; pre-program assignments are due 2 weeks before the program start date

*Location:* Columbia University, NY campus

*Cost:* $8,450 (Spring 2013 – non-residential); $9,850.00 (Fall 2013 –non- residential)

*Contact Number:* *212.854.0616*

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### Creating and Executing Breakthrough Strategy

<http://www8.gsb.columbia.edu/execed/program-pages/details/34/CEBS?sourceid=finder>

**Overview:** This program helps you to gain a competitive edge by better understanding your customers, competitors, and industry trends. The program introduces you to the Strategic Learning process — a unique way of integrating strategic analysis, focus, alignment, and execution, and gives you practical guidelines for implementing new strategic directions.

**Audience:** Designed for executives of all levels responsible for strategic planning, with primary responsibility for making the changes necessary to enable effective execution of strategy, or those with P&L responsibility who seek to become more strategic in their thinking.

**Benefits:**

* Learn to conduct a Situation Analysis: a powerful method for creating insights into the external environment and your company's own realities
* Improve your ability to foresee change and its implications
* Identify deficiencies in the formulation of your organization's strategy and determine steps to address them
* Diagnose the current state of organizational alignment and create appropriate interventions
* Create a "Winning Proposition" that differentiates your organization and provides greater value to your customers and a political plan to facilitate the execution of your strategy
* Develop a concrete action plan for your specific implementation challenges
* Understand how to monitor the success of a strategic project

**Curriculum:** Before the program begins, participants prepare by meeting with superiors and peers to discuss a strategic challenge and submitting a write-up. This pressing issue becomes the foundation for the participant's personal case, which is discussed and addressed throughout the program with other participants and with individual coaches.

*Dates:* May 5-10, 2013; November 10-15, 2013

*Application Deadline:* *Rolling Admission depending on space; pre-program assignments are due 2 weeks before the program start date*

*Location:* Dolce Norwalk Conference Center in Connecticut

*Cost:* $9,250.00 (residential)

Contact Number: *212.854.0616*

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## Emory University

### Critical Thinking and Decision Making

<http://goizueta.emory.edu/executiveprograms/open_enrollment_programs/dates_fees.html>

*Critical Thinking and Decision Making* is a two-day course that exposes participants to applied decision making frameworks designed to enhance creative and strategic abilities. This course aims to improve decision making by applying techniques that minimize risk and maximize impact and influence.

**Learning Objectives:** After completing *Critical Thinking and Decision Making*, you will have the ability to:

* Analyze situations requiring decisions and determine which decision making approaches are most effective
* Understand and identify strategies for overcoming decision making biases
* Recognize which decision making tools are useful in influencing a decision when you do not have official decision making authority
* Understand frameworks for making sound and informed decisions
* Build consensus and communicate effectively in group / team decision making situations

*Dates*: July 22-23, 2013

*Cost*: $1,995

*Phone*: 404.727.2200  
*Website*: [www.EmoryExecEd.com](http://www.emoryexeced.com/)  
*Email*: [ExecutiveEducation@emory.edu](mailto:ExecutiveEducation@emory.edu)

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## George Washington University

### Lean Six Sigma

<http://cepl.cps.gwu.edu/lean-six-sigma-0>

Make a measurable difference in your career by obtaining Lean Six Sigma Green Belt Certification

In partnership with Oriel STAT A MATRIX, a global leader in Lean, Six Sigma, and Lean Six Sigma, CEPL is offering a Lean Six Sigma Green Belt Certification program.

Green Belt Certification teaches you the Lean Six Sigma skills you need to become a successful team member and problem-solver, who can regularly improve processes within your organization.

Through a combination of classroom training, individual and team coaching, and team projects, course participants will learn to use Lean and the DMAIC (Define-Measure-Analyze-Improve-Control) roadmap to collect and analyze performance data, identify inefficiencies and problems, pinpoint the root causes of those problems, and institute new protocols to greatly improve processes.

**Who Should Attend?**

This program is designed for professionals with little or no prior experience with Lean Six Sigma methodologies, and will benefit anyone involved in team problem solving and or process improvement.

**Course Term**

* Three 5-day sessions, held over a 4-month time frame  
  Plus,
* 14 hours of individualized project coaching – provided between training weeks

**Spring 2013**

**Session 1:** April 8-12, 2013

**Session 2:** May 13-17, 2013  
**Session 3:** June 17-21, 2013

**Location**: George Washington University Alexandria Graduate Education Center

**Program Tuition:  $10,995** (Price includes: classroom sessions, plus 14 hours of individualized project coaching with an Oriel STAT A MATRIX Master Black Belt - provided between training weeks.)

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### Master’s in Public Leadership with a Specialization in Multi-Sector Management

<http://cepl.cps.gwu.edu/masters-public-leadership>

Obtaining The GWU Master's of Professional Studies in Public Leadership with a Specialization in Multi-Sector Management, will advance your career and prepare you to step into a key public leadership position. There is a pressing need for leaders who are able to manage across sectors to achieve integrated performance among key service providers from government, private industry and the non-profit sectors.

In today's complex governing environment there are no longer distinct separations between "public administration" and "business management." Effective public leaders must be well-versed in both. By exploring theories, skills, and practices from a variety of disciplines, you will be able to create effective solutions for today’s organizational challenges, and build a knowledge base for tomorrow's opportunities.

**Key program components include:**

**Blended Learning for Increased Flexibility:** The program combines traditional classroom sessions with distance learning and independent projects. The blended learning format enables you to complete significant sections of the curriculum in a way that is tailored to your schedule.

**Leadership Residency Intensives:** Three leadership courses taught in five-day residential learning formats at our Alexandria, VA Graduate Education Center provide you with opportunities to expand your professional networks among fellow cohort members and government leaders.

**Six Sigma Certification:** You will earn a Green Belt Certification in Lean Six Sigma Organizational Performance Improvement, with the option of earning Black Belt certification. This coveted certification is highly regarded and is a cornerstone of the President Obama's government performance improvement initiatives, as well as those in state and municipal governments and private industry.

**Scholar Practitioners:** Our faculty provide a rich blend of academic rigor and scholarly interests with real-world leadership and management experience. They are gifted in crafting and providing executive education experiences which both expand student perspectives and enable effective application to leadership challenges.

*Courses*:For course descriptions, [click here](http://cepl.cps.gwu.edu/masters-public-leadership-course-descriptions)

*Dates*: Summer 2013 - Fall 2015 cohort begins May 20, 2013

*Location:* George Washington University

*Cost:* $900 per credit

*Application Deadline:* March 1, 2013

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## The Graduate School (DC)

### [Managing for Results](http://www.grad.usda.gov/../../../course_details.php?cid=EXEC9913L)

<http://www.graduateschool.edu/course_details.php?cid=EXEC9913L>

Today's federal leaders are expected to plan for and measure performance to demonstrate that the agencies and programs they manage are viable and achieving results. Learn strategies to achieve measurable performance gains in your organization. Explore organizational issues affecting performance measurement, the balanced scorecard, accountability, entrepreneurial approaches to improvement and how to manage stakeholder expectations.

Learning Outcomes:

* Map strategic planning goals to organizational results
* Identify more effective performance measures
* Identify entrepreneurial approaches for continuous improvement and accomplishing organizational objectives
* Describe the principles of the balanced scorecard and how they can be applied to your agency
* Better manage stakeholder expectations

*Dates: March 11-13, 2013, June 10-12, 2013, and September 16-18, 2013*

*Location: Washington, DC (USDA)*

*Tuition: $1,595*

**Contact Number: 202-314-3300 or toll free (888) 744-GRAD (888-744-4723)**

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## Harvard University

### Driving Government Performance: Leadership Strategies that Produce Results

<http://ksgexecprogram.harvard.edu/Programs/dgp/overview.aspx>

Introduces the participants to a variety of proven strategies that have helped a diversity of public executives in a diversity of circumstances produce significant results. This Executive Education program clarifies the leadership principles that undergird these strategies and provides the participants with the opportunity to learn how they can adapt these principles to improve performance in their own organizations.

*Date:* March 10 – March 15, 2013

*Application Deadline:* February 1, 2013

*Location:* Harvard Kennedy School-Executive Program (Cambridge, MA)

*Cost:* $6,800

**For more information on these programs please contact: 617-496-0484**

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### Senior Executive Fellows

<http://ksgexecprogram.harvard.edu/Programs/sef/overview.aspx>

The program does not teach answers to specific problems -- it provides a strategic approach to problem-solving. From the start, you'll take on a leadership role, discovering ways to look at issues from new perspectives. You'll learn how to generate a more diverse array of possible interpretations, and therefore, a wider range of possible solutions. Through class work, group work, and individual study, you'll practice strategic analysis daily, until it becomes a natural, ingrained response.

The program focuses on skills associated with the Office of Personnel Management's (OPM) executive core qualifications (ECQs) and is designed for federal government employees at the GS-14/GS-15 levels and their military counterparts. Many government agencies offer the SEF program as part of their Senior Executive Services (SES) Candidate Development Programs (CDPs).

*Dates:* February 10 - March 8, 2013; April 14 - May 10, 2013; October 13 - November 8, 2013

*Application Deadlines:* December 9, 2012; February 10, 2013; August 16, 2013

*Fees:* $19,600 for February and April Sessions; $19,800 for October session (includestuition, housing, curricular materials, and most meals.)

**For more information on these programs please contact: 617-496-0484**

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### Leadership Decision Making: Optimizing Organizational Performance

<http://ksgexecprogram.harvard.edu/Programs/ldm/overview.aspx>

**Leadership Decision Making: Optimizing Organizational Performance** offers important new insights into leadership based on breakthrough scientific discoveries about decision making. The goal of the program is to prepare participants with the skills to become effective ‘decision architects’, who design optimal decision making environments within their organizations and improve overall organizational performance.

Tough decisions are the essence of leadership. Using the latest research, case study discussions, and real-time activities in the new Harvard Decision Science Laboratory, program participants will have the opportunity to examine both the scientific basis for and the practical aspects of judgment and decision making, and learn how to build lasting leadership skills that incorporate this knowledge.

*Dates:* June 23 – 28, 2013

*Application Deadline(s):* April 23, 2013

*Cost:* $6,800 (includes tuition, housing, curricular materials and most meals.)

**For more information on these programs please contact: 617-496-0484**

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## Illinois Institute of Technology

### [**Entrepreneurship for IT Professionals**](http://www.gsb.stanford.edu/exed/eld/)

<http://www.iit.edu/cpd/professional_learning/information_technology_cert/IT-M581.shtml>

This course prepares participants to become leaders in information technology and to build IT companies. Participants design and develop a prototype IT product and prepare a business plan and venture proposal presentation.

Any manager who wants to be able to evaluate the business model of his or her enterprise division, or expert who wants to use the technical knowledge he or she has developed in years of study and business practice should attend. The course is designed to help the business manager stop working for other people and start declaring economic independence.

*Dates:* January 14 – May 4, 2013

*Application Deadline:* January 10, 2013

*Location:* IIT Main Campus, Chicago and ONLINE

*Course Tuition: $2,450*

Contact Number: *312.567.5280*

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## Loyola University Chicago

### Project Management Certificate Program

<http://www.luc.edu/quinlan/executive-education/project-management-program/index.shtml>

As budgets get smaller, deadlines get tighter, and projects get more complex, organizations that employ formally trained project managers are rewarded with immediate savings in time and money. Without formal training, individuals must develop their own processes for managing projects through trial and error, leading to inefficient outcomes and use of resources. Effective project management involves building and managing teams, controlling costs, developing timelines, managing risk, meeting deadlines, and solving problems to bring projects in on time and on budget.

This program will improve participants' performance by providing industry-standard tools approved by the Project Management Institute (PMI®) to help successfully manage any type of project regardless of scope or industry. Focusing on the proven methodology behind effective project management, the program allows participants to practice these concepts in a project-based team environment. Time built into the program for sharing insights, past experiences, and best practices make the course even more relevant and applicable for all participants.

Completion of Loyola's Project Management Certificate program fulfills the 35 hours of project management education required for PMP® certification through the Project Management Institute.

*Courses*:For course descriptions, [click here](http://www.luc.edu/quinlan/executive-education/project-management-program/index.shtml)*.*

*Dates*: For Fall 2013 schedule, [click here](http://www.luc.edu/quinlan/executive-education/management-development-program/class_schedule.shtml)*.*

*Location:* Loyola University Chicago, Water Tower Campus (Chicago, IL)

*Cost:* $3,200

*Apply:* To apply online, [click here](http://www.luc.edu/quinlan/executive-education/project-management-program/index.shtml).

**For more information on this program, please contact: 312-915-6761 or visit**

<http://www.luc.edu/quinlan/executive-education/project-management-program/index.shtml>

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## Michigan State University

### Consultative Selling: Achieving Sales Success by Solving Customer Problems

[**https://edp.broad.msu.edu/events/54**](https://edp.broad.msu.edu/events/54)

Success in today’s hyper-competitive business environment demands a sales force that is skilled in the art and science of consultative selling.  This interactive program is designed to provide attendees with the knowledge and techniques needed to establish themselves as trusted advisors to customers en route to increased short and long-term sales performance.

After attending this program, participants will have learned how to:

* Understand what buyers want and how they buy
* Connect with prospects and customers in a productive and meaningful way
* Uncover buyer problems and opportunities that demand action
* Enable the customer to “sell him/herself” on your solution through skillful questioning techniques
* Become the Trusted Advisor, consistently delivering real value that delights clients and drives customer loyalty and referrals
* Increase sales productivity and performance

This program is designed for any salesperson looking to sharpen his or her selling skills and maximize sales performance through a customer-centered, solution-oriented selling approach.

*Dates:* March 7-8, 2013

*Location:* The James B. Henry Center for Executive Development, Lansing, Michigan

*Cost:* $1,995.00 – full tuition (includes materials, meals and certificate of completion)

**Contact Number:** 517.353.9711 x71005

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## MIT Sloan Business School

### ****Business Dynamics: MIT's Approach to Diagnosing and Solving Complex Business Problems****

<http://executive.mit.edu/openenrollment/program/business_dynamics_mits_approach_to_diagnosing_and_solving_complex_business_problems/5>

In a world of growing complexity, many of the most vexing problems facing managers arise from the unanticipated side-effects of their own past actions. In response, organizations struggle to speed learning and adopt a more systemic approach. The challenge is to move past slogans about accelerating learning and “thinking systemically” to practical tools that help managers understand complexity, design better operating policies, and guide effective change.  
  
This program introduces participants to **system dynamics**, a powerful framework for identifying, designing, and implementing high-leverage interventions for sustained success in complex systems. It has been used successfully in diverse industries and organizations, such as Airbus, Compaq, General Motors, Hewlett-Packard, Intel, and Merck. Developed at MIT more than thirty years ago by computer pioneer [Jay Forrester](http://executive.mit.edu/faculty/profile/11), systems dynamics led to the creation of management flight simulators that allow managers to experience the long-term side effects of decisions, accelerate learning, and design structures and strategies for greater success.  
  
Through intensive, hands-on workshops and interactive experiments, participants will be exposed to the principles of systems thinking and practical methods for putting them into action. They will be introduced to a variety of tools, including mapping techniques, simulation models, and MIT’s management flight simulators, which they can apply to their own business environment as soon as they complete the program. Throughout the week, participants work in small groups and interact closely with the course leaders, Professors Sterman and Repenning.

***Dates:*** Jun 03-07, 2013

***Location:*** MIT Campus, Cambridge, Massachusetts

***Costs:*** $8,100 (excluding accommodations)

*E-mail:*[sloanexeced@mit.edu](mailto:sloanexeced@mit.edu)

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### Driving Strategic Innovation: Achieving High Performance Throughout the Value Chain

<http://executive.mit.edu/openenrollment/program/driving_strategic_innovation_achieving_high_performance_throughout_the_value_chain/12>

How do the most successful innovators generate more than their fair share of smart ideas? How do they unleash the creative talent of their people? How do they move ideas through their organizations and supply chains that are not only creative but fast to market? The answers to these key questions form the core of this program for business leaders and entrepreneurs who are determined to position their companies for future growth.  
  
Offered jointly with IMD, this program will combine marketing, product development, technology assessment, value-chain design, project execution, and talent management in an end-to-end roadmap for achieving breakthrough performance. It will demonstrate how to build organizational relationships that facilitate knowledge transfer, both within the firm and across the value chain. Using a dynamic and integrative value-chain framework created at MIT, participants will gain the capability to position their organizations for future growth.

Participants will leave this program armed with the knowledge of how to influence corporate culture, alter the way their organization responds to the challenge of innovation, and strengthen relationships with partners along the value chain.

***Dates:*** Apr 07-12, 2013| Sep 08-13, 2013| Sep 07-12, 2014

***Location:*** April 2013: IMD Campus, Lausanne, Switzerland; September 2013 & 2014: MIT Campus, Cambridge MA

***Costs:*** April 2013 at IMD: CHF 11,500 (excluding accommodations)   
September 2013 at MIT: $11,500 (excluding accommodations)

*E-mail:*[sloanexeced@mit.edu](mailto:sloanexeced@mit.edu)

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### Understanding and Solving Complex Business Problems

<http://executive.mit.edu/openenrollment/program/understanding_and_solving_complex_business_problems/36>

This program will introduce participants to “systems thinking” as a response to the rapid changes in technology, population, and economic activity that are transforming the world, and as a way to deal with the ever increasing complexity of today's business. Systems thinking was devised to improve people's ability to manage organizations comprehensively in a volatile global environment. It offers managers a framework for understanding complex situations and the dynamics those situations produce. Senior managers can use the system dynamics method to design policies that lead their organizations to high performance. The program is intended to give participants the tools and confidence to manage organizations with full understanding and solid strategy.

The program will offer a new way of thinking about and resolving complex, persistent problems that emerge from change. Applying organization theory along with intuitive principles of feedback control, participants will learn to:

- Assess the likely impact of different policies and decisions that relate to their organization's growth, stability, and performance

- Recognize business system archetypes that can trigger persistent, long-term problems

- Use state-of-the-art management tools to identify relationships

- Intervene effectively to make fundamental changes

***Dates:*** Nov 29-30, 2012| Mar 21-22, 2013| Jun 18-19, 2013| Nov 07-08, 2013

***Certificate Track:*** [Management and Leadership](http://executive.mit.edu/executivecertificates/management)

***Location:*** Cambridge, Massachusetts

***Costs:*** $2,900 (excluding accommodations)

*E-mail:*[sloanexeced@mit.edu](mailto:sloanexeced@mit.edu)

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### Fundamentals of Finance for the Technical Executive

<http://executive.mit.edu/openenrollment/program/fundamentals_of_finance_for_the_technical_executive/16>

Today's technical executive must be able to use finance to persuade corporate financial officers to fund projects, and use financial tools to address senior management's concerns about risk. Applying basic principles of finance and accounting to day-to-day and longer-term management activities will transform a technical manager’s ability to achieve their goals.

This interactive, hands-on program will enable participants to:

Understand how funding decisions are made and how they can influence those decisions by applying financial principles to project evaluation and resource allocation

Learn how to assess projects for their potential economic value

Conduct discounted cash flow (DCF) valuations

This program is designed for executives who manage project teams and departments, and technical professionals involved with R&D, product and software design, engineering, and other scientific and technical work. No advanced quantitative skills are required, but participants should bring calculators.

***Dates:*** Jun 25-26, 2013| Nov 12-13, 2013

***Location:*** Cambridge, Massachusetts

***Tuition:*** $2,900 (excluding accommodations)

*E-mail:*[sloanexeced@mit.edu](mailto:sloanexeced@mit.edu)

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## New York University

### Innovative Thinking for New Products and Services

<http://www.stern.nyu.edu/executive-education-open-enrollment/search/program/129/Innovative-Thinking-for-New-Products-and-Services>

Three momentous changes – globalization, accessibility to an overwhelming array of products and information, and technological innovation – are rapidly altering the business world in significant ways:

* Companies are creating new categories and redefining old ones
* Customers are fundamentally questioning what they want from products and services

To thrive in this new era, organizations and institutions, executives and entrepreneurs need to generate a steady stream of innovative ideas, products and services to stay ahead of the game.

This program will demonstrate how to generate new product and service ideas.  Participants will be introduced to a toolkit of innovative thinking techniques that can be used to produce and implement ideas that alter the trajectory of a business and revive stagnant markets. The program explores why the most unexpected ideas draw the fewest competitors and offer the greatest potential.  It also demonstrates how to combine fluid creativity with analytical rigor in a process for creating breakthrough solutions in any market.

This program is based on two profound assumptions:

* People are naturally creative
* Abilities to think inventively about business improve by learning and practicing innovative thinking techniques

This program is intended for business leaders who want to enhance their innovative thinking skills in business and other domains. The program combines lectures and discussions with exercises and projects where participants develop innovative concepts for a specific topic.

Program Benefits: During this program participants will

* A **process**for cultivating unexpected customer insights and developing product and service ideas from counterintuitive sources.
* A **method** for challenging commodity-product and service clichés and traditional category boundaries.
* An **approach** for deliberately targeting market situations where the competition is complacent and the customer has been consistently under-served.

***Program Dates:***October 21 - 22, 2013; May 9 - 10, 2013***Program Tuition****:* $2,800

***Contact Number****:* (212) 998 - 0789

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### Business Analytics: Inside Out in Two Days

<http://www.stern.nyu.edu/executive-education-open-enrollment/search/program/107/Business-Analytics:-Inside-Out-in-Two-Days>

Business analytics is the intersection of business and technology. It lives in data. As a strategic asset, business analytics offers new opportunities for competitive advantage. In this new era of big data, there are 5 questions every company must face:

Business Analytics: Inside Out in Two Days includes the curriculum that will supply motivated decision makers with the knowledge to understand and use these skills, improve their creative decision-making, and be at the forefront of this new and dynamic Big Data era. Participants will be challenged throughout the program to ask themselves how this relates to their organization. Case studies, group break-out sessions, interactive mini-lectures will guide the learning progress. The sessions are highly interactive and require engagement with participants, guest speakers, and the faculty. The program includes the important dimensions of analytics combining applied statistics, process optimization and business intelligence encountered in global industry. The curriculum equips participants with the skills and understanding to transform data into a powerful and predictive strategic asset. These skills are critical in preparing organizations to solve 21st century business problems.

***Program Dates:***April 29 - 30, 2013, October 17 - 18, 2013 ***Program Tuition:***$2,800

***Contact Number:***(212) 998-0789

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### Data-Driven Marketing: From Analytics to Insight

<http://www.stern.nyu.edu/executive-education-open-enrollment/search/program/140/Data-Driven-Marketing:-From-Analytics-to-Insight>

In every aspect of our daily lives, from the way we work, shop, communicate, or socialize; we are both consuming and creating vast amounts of information. More often than not, these daily activities create a trail of digitized data that is being stored, mined, and analyzed by firms hoping to create valuable business intelligence. However, much of the promises of such data-driven policies have failed to materialize because managers find it difficult to translate data into actionable strategies. The objective of this program is to fill this gap by providing you with tools and techniques to analyze large databases, use effective data visualization to gauge key metrics, and by instilling a general intuition for data-driven decision making.

Philosophy: Extracting useful insights from the vast amount of information involves a combination of analytical skills and intuition. It is both an art and science. This program embraces the principle of learning-by-doing. Statistical tools will range from simple data analysis and visualization, to advanced regression and multivariate statistics. The emphasis is onapplicationsand interpretation of the results for making business decisions such as estimating market potential and forecasting demand, developing optimal pricing/promotional policies, using data mining techniques to identify market segments and develop optimal targeting models. The underlying framework in all these decisions is return on marketing investments for maximizing customer life time value.

Approach: We will use a combination of lectures, group exercises, and elaborate case analysis. The program will involve extensive use of Excel, statistical software of your choice, and data visualizations free tools such as Google Charts and Fusion Tables.

Program Benefits: During this program participants will

* **Use** analytical techniques to enhance decision making
* **Learn**how to convert data to information and insights
* **Develop** necessary toolkits to become an accomplished empirical analyst
* **Translate** conceptual understanding into specific operational plans

***Program Dates:***October 3 - 4, 2013 ***Program Tuition:***$2,800

***Contact Number:***(212) 998 – 0789

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## Northwestern University

### The Customer Focused Organization: Critical Steps in Achieving and Sustaining Focus

Manage the Total Customer Experience

<http://www.kellogg.northwestern.edu/execed/Programs/FOCUS.aspx>

Organizations focused on their customers consistently outperform their competition. These companies carefully segment their customers, develop a specific value offering for their target customers and deliver an outstanding customer experience. In these organizations everyone, regardless of position or function, knows what the customer strategy means for his or her job and makes decisions consistent with this strategy.   
  
But how does one transform a company to focus on its customers when it is fixated on keeping its machines running efficiently or on making sure everyone complies with previously successful policies and practices?   
  
This program will develop key steps a leader takes beginning with a clear definition of the customer focus end state, the development of a marketing strategy, and the organization’s design to support the strategy. The program also discusses various change methods contingent on the company’s starting point and the mind-set of its senior management.

*Dates:* May 13-16, 2013; November 11-14, 2013

*Costs:* $6,300

*Contact Number:* 847-467-7000

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### The Science of Lean Six Sigma Operations

<http://www.kellogg.northwestern.edu/execed/programs/TECH09/index.htm>

Generate a sustainable advantage in cost, quality, speed, and customer service to achieve world-class performance. Using real-world case studies, group workshops, and animated computer simulation models, you explore a framework for diagnosing, improving, and designing effective processing systems and for identifying leverage points with the greatest impact on the bottom line.

The Business Process Flow Paradigm examines an organization as a collection of business flows with a critical link between operational drivers and strategic success. You will analyze a set of "laws" representing the core science of lean operation in a collaborative learning environment --which describe the underlying behavior of manufacturing and service systems.

Taken together, these tools provide a firm scientific foundation for the practice of lean six sigma operations to put into action in your organization

*Dates:* February 13-15, 2013; June 2-4, 2013

*Costs:* $4,000

*Contact Number:* 847-467-7000

**For more information on these programs please contact 847-467-0866**

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## Notre Dame

### Certificate in Executive Management

<http://business.nd.edu/executive_education/certificate_in_executive_management/>

The Certificate in Executive Management series is designed to help expand your skills and knowledge, but most importantly to help you develop a broader, general manager’s perspective on how a business or organization works.  This experience will help you “look up from your desk” and gain a better appreciation for how the total enterprise functions, how your specific area fits into the overall organization and how you, your employees, and the decisions you make as a manger impact the performance and profitability of the enterprise.

You will conclude the Certificate program by completing a business simulation exercise that allows you to synthesize what you have learned in an activity that applies the tools and techniques presented.

2013 DATES

MODULE 1 - LEADERSHIP ESSENTIALS

March 5-6, 2013

MODULE 2 - FINANCE & ACCOUNTING FOR NON-FINANCIAL MANAGERS

May 14-15, 2013

MODULE 3 - LEADING THE STRATEGIC ENTERPRISE

September 10-12, 2013

MODULE 4 - APPLIED LEADERSHIP SKILLS

November 12-14, 2013

*Location*: The Certificate in Executive Management program is offered on the University of Notre Dame campus in South Bend, Indiana.

*Cost*: Complete Program, $5,450. Individual module costs range from $1,350-$1,690

*Contact*: 800-631-3622 or 574-631-5285

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## Office of Personnel Management

### Project Management Principles

<http://www.leadership.opm.gov/Programs/Specialized-Skills/PMP/Index.aspx>

If you want to learn the basic principles, tools and techniques of successful project managers, this seminar will provide an excellent foundation for effective project management. The Project Management Body of Knowledge (PMBOK) will serve as your guide to key project management terminology and process descriptions. You will learn key concepts in project planning and implementation and practice using them with the assistance of expert facilitators. You will also become familiar with the classic project management framework and learn to plan and manage projects more effectively. A brief online quiz taken before and after the seminar will assess your progress and help to focus your coursework.

* Mar 11-15, ‘13 @ EMDC, Shepherdstown, WV   $3500

*Starts 8:00 AM on 1st day ends 12:00 PM on last day*

* Jul 29-Aug 2, ‘13 @ WMDC, Aurora, CO   $3500

*Starts 8:00 AM on 1st day ends 12:00 PM on last day*

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### Leadership Competencies: Preparing for the Next Step

[http://www.leadership.opm.gov/Programs/Individual-Assessment-and-Development/DCC/Index.aspx](http://www.leadership.opm.gov/Programs/Individual-Assessment-and-Development/DCC/Index.aspx%20%20)

If you believe you have what it takes to be a senior manager but need to sharpen your skills in a few key areas, this seminar will help you take stock of your strengths and broaden your range of competencies. The seminar covers the Challenge, Context, Action, and Results model that provides the framework for enhancing your executive skills.

* Apr 29-May 3, ‘13 @ EMDC, Shepherdstown, WV   $3950

*Starts 8:00 AM on 1st day ends 1:00 PM on last day*

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### Developing Customer-Focused Organizations

<http://www.leadership.opm.gov/Programs/Specialized-Skills/DCF/Index.aspx>

Learn how to make your organization profoundly Customer Focused and know why it matters in government. This course is designed to help you make sense of the best of cutting-edge business practice and research in the public service setting. You will learn how to help your group, your agency, and your workforce to cultivate a relationship with its "customers" that goes beyond mere satisfaction. You will benchmark the frontiers of public sector customer service and learn how government today is improving value delivery and keeping up with new challenges, new responsibilities, and new expectations.

* Apr 29-May 3, ‘13 @ EMDC, Shepherdstown, WV   $3500

*Starts 9:30 AM on 1st day ends 3:00 PM on last day*

* Aug 26-30, ‘13 @ WMDC, Aurora, CO   $3500

*Starts 9:30 AM on 1st day ends 3:00 PM on last day*

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### Leading Strategically: From Vision to Performance

[http://www.leadership.opm.gov/Programs/Organizational-Leadership-for-Executives/EXE0005/Index.aspx](http://www.leadership.opm.gov/Programs/Organizational-Leadership-for-Executives/EXE0005/Index.aspx%20%20%20)

Developing a new strategic plan is one of the most common (and essential) ways an organization addresses change. This program offered by the Federal Executive Institute (FEI) provides practical skills for leaders in rapidly changing environments. Through large- and small-group discussions and exercises, you will identify changes your organization must undertake to realize its vision. You will learn the best ways to develop, communicate and refresh your organizational vision through engaging your staff, then focus on ways to evaluate performance on each goal as the change effort progresses.

*Competencies Emphasized*: Leading Change, Leading People, Building Coalitions, Business Acumen, Results Driven

*Dates*: Upcoming sessions of this class will be scheduled in 2013. Please call 888-676-9632

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## Penn State University

### Designing and Leading Competitive Supply Chains

<http://www.smeal.psu.edu/psep/open/designingsc/designing-and-leading-competitive-supply-chains-3>

This program is targeted for senior-level executives charged with design and orchestration of complex supply chain systems. Participants learn practices that enhance supply chain speed, flexibility, and competitive differentiation. Topics include:

* Financial imperatives for design
* Global view on supply chains
* Intersection of operations and technology
* Strategic procurement
* Network design

Date: March 11-15, 2013, September 23-27, 2013

Fees: $4,950

Contact: 1-800-311-6364 or psep@psu.edu

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## Regis University

### Master of Arts

<http://cps.regis.edu/degrees-master-arts.php>

Regis University’s Master of Arts degree offers career-oriented adults and professionals from business, government, and social services, to education and science, with enhanced choices for intellectual, professional, and personal growth.

The Regis CPS Master of Arts is a self-designed degree, providing you, the adult student, with an individually designed, multidisciplinary, and academically rigorous program. It provides a framework for you to plan a course of study that’s unique to your graduate learning needs.

Regis CPS Master of Arts curriculum is learner-designed and focuses on the achievement of your specific learning objectives and career goals. In addition to core MA faculty, the Master of Arts program draws professors from many departments throughout Regis University, and from experts working within the community. By taking advantage of the strong collaborative relationship you’ll experience with Regis CPS faculty, you have the freedom to designate and develop a unique academic plan that reflects your individualized course of study through these possible areas of focus:

* Arts
* Adult Learning, Corporate Training and Development
* Applied Communication
* Applied Psychology
* Conflict Management
* Creative Writing
* Family Communication
* Global Sustainability
* Higher Education/Adult Education
* History
* Interpersonal Communication
* Leadership
* Literature
* Mediation
* Organizational Communication
* Religious Studies
* Social Justice
* Social/Global Issues

*Courses*:For course descriptions, [click here](http://cps.regis.edu/degrees-master-arts.php)*.*

*Dates*: For the Fall 2012-Spring 2014 schedule, click here <http://cps.regis.edu/degrees-master-arts.php> *Location: C*lassroom based

*Cost:* $450/ per credit

*Apply:* To apply online [click here](http://cps.regis.edu/apply-now.php)

**For more information on this program, please contact: 800-944-7667 or go to** <http://cps.regis.edu/degrees-master-arts.php>

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### Bachelor of Science in Business Administration

The Regis University College for Professional Studies (CPS) online and on-campus Bachelor of Science in Business Administration degree examines the foundations and functions of modern business management, enabling you to develop the knowledge, skills, and attitudes to perform creatively, ethically, and effectively in business organizations. The Business Administration curriculum presents the most current trends, theory, and skills necessary for today’s global business market, along with the Jesuit commitment to service and ethical business practices

**Explore New Careers and Develop Specialized Business Expertise**

Our Business Administration degree enables you to explore new job and management opportunities in fields such as accounting, banking, financial services, marketing, and more. You will gain a solid understanding of the changing world of business and economic systems and be prepared for management or administration positions in for-profit and nonprofit organizations, from small business and entrepreneurial ventures, to multinational corporations and governmental agencies. Additionally, by developing your leadership qualities, management strategies, and critical thinking skills, it also helps you obtain a competitive edge in today’s job market when you bring that expertise to the workplace.

Regis University CPS B.S. in Business Administration offers the following specializations:

* Double Specialization
* Finance
* Human Resource Management
* Management
* Marketing
* Public Administration
* Flexible Specialization

**Nevada students**: Select degree specializations are offered online. Please consult your Enrollment Counselor for additional information.

**Educational Benefits that Rival the Competition**

* Eligible Regis University CPS graduates who intend to sit for their CPA are offered privileged access to [Becker™ CPA Exam Review courses](http://www.becker.com/accounting/cpaexamreview/index.cfm) through a $400 partner discount.
* Compare the Regis University CPS Online Business Administration degree to other similar degrees at <http://www.collegechoicesforadults.org>, a consortium for regionally-accredited, adult-serving distance education member institutions.

*Courses*:For course descriptions, [click here](http://cps.regis.edu/degrees-bachelors-business-admin.php)*.*

*Dates*: For the Spring 2013 - Spring 2014 schedule, click here <http://cps.regis.edu/degrees-bachelors-business-admin.php>

*Location:* Online and *C*lassroom based

*Cost:* $410/ per credit hour classroom, $460/per credit hour online

*Apply:* To apply online [click here](http://cps.regis.edu/apply-now.php)

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**For more information on this program, please contact: 800-944-7667 or go to** <http://cps.regis.edu/degrees-bachelors-business-admin.php>

**Master of Business Administration**

A Regis University MBA degree gives you a competitive edge by ensuring your education and skills are relevant and up-to-date with innovative business practices. The [on-campus](http://cps.regis.edu/campuses.php) and [online](http://cps.regis.edu/online-learning.php) MBA program is designed for graduate students pursuing upper management or executive positions within large organizations or owners of small- to mid-sized firms. It places significant emphasis on decision making and leading organizations from a basis of financial data and fiscal analysis. The Regis MBA program features an environment that builds relationships and focuses knowledge and resources so students learn how to think – not just what to think.

The Regis University on-campus and online MBA curriculum is continually updated in response to the needs of today's dynamic business community. You can compare the Regis University CPS Online MBA degree with other similar degree programs at <http://www.collegechoicesforadults.org>, a consortium for regionally-accredited, adult-serving distance education member institutions

In addition to earning a General MBA, the Regis University MBA degree offers eight areas of specialization, plus a bilingual MBA degree option, to allow students to enhance their current job knowledge and expand future career opportunities.

* [MBA - General Degree](http://cps.regis.edu/degrees-mba-general.php)
* [MBA - Finance and Accounting](http://cps.regis.edu/degrees-mba-finance-accounting.php)
* [MBA - Health Industry Leadership](http://cps.regis.edu/degrees-mba-health-leadership.php)
* [MBA - Health Systems Management](http://cps.regis.edu/degrees-mba-health-management.php)
* [MBA - Management](http://cps.regis.edu/degrees-mba-management.php)
* [MBA - Marketing](http://cps.regis.edu/degrees-mba-marketing.php)
* [MBA - Operations Management](http://cps.regis.edu/degrees-mba-operations-management.php)
* [MBA - Project Management](http://cps.regis.edu/degrees-mba-project-management.php)
* [MBA - Strategic Management](http://cps.regis.edu/degrees-mba-strategic-management.php)
* [Global MBA in Emerging Markets (ITESO)](http://cps.regis.edu/degrees-mba-iteso.php)

It is possible to complete a Master of Business Administration with a **dual specialization**. It is important to note that each specialization requires nine (9) hours of elective courses in addition to the Core and Specialization coursework. The electives taken to satisfy the requirements for one specialization cannot be used to satisfy the requirements for the other specialization

*Courses*:For course descriptions, [click here](http://cps.regis.edu/degrees-mba.php)*.*

*Dates*: For the Spring - Spring 2014 schedule, click here <http://cps.regis.edu/degrees-mba.php> *Location:* Online and *C*lassroom based

*Cost:* $780/ per credit hour classroom, $810/per credit hour online

*Apply:* To apply online [click here](http://cps.regis.edu/apply-now.php)

**For more information on this program, please contact: 800-944-7667 or go to** <http://cps.regis.edu/degrees-mba.php>

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## Southern Methodist University

### Formulating & Implementing Exceptional Business Strategy

<http://www.cox.smu.edu/web/executive-education/exceptional-business-strategy>

In a challenged economy more than ever, success depends on leaders who can accurately assess the competitive environment, develop sound, innovative strategy and take their plans from idea to action. This concentrated two-day course for executives and managers covers the entire scope of strategic planning—from the seminal concepts of Andrews, Drucker and other leading strategists to the secrets of helping your organization recapture its entrepreneurial spirit. You’ll review the fundamentals of segmentation, targeting and positioning—the marketing backbone for success. You’ll learn how to assess your organization’s resources, processes and values—and how to achieve competitive advantage through targeted innovation in your products and services. You’ll understand the core principles and processes that drive effective planning and gain powerful skills you can put to work in your own business tomorrow.

*Program Dates*: March 25-26, 2013

*Program Location*: Dallas, TX

*Program Tuition*: $1,995

*Contact Number*: 214-768-3335

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## University of California Berkeley

### Leadership for Entrepreneurs

<http://extension.berkeley.edu/catalog/course1602.html>

Learn to adapt your leadership style to enhance the growth potential of your business as it transitions through its startup, infrastructure development and enterprise-scale phases. Understand how to use transformational pyramids to create differential advantage for employees, customers and investors, and apply this analysis to your business model. This class is taught in a combination lecture and active discussion format and includes interactive exercises, small group work, simple case studies and group problem-solving sessions.

*Dates:* Tuesdays, January 8 – March 12, 2013

*Application Deadline:* January 8, 2013

*Location:* San Francisco, CA

*Cost:* $750

*Contact Number:* 510-642-4231

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### Performance Evaluations: Measuring Goals and Outcomes

<http://extension.berkeley.edu/catalog/course1061.html>

Learn critical information and explore strategies and techniques for ensuring a successful Performance Evaluation. Gain tips to overcome the difficulty of giving negative feedback, and discover the power of utilizing a participative style of leadership to obtain desired results. Understand the role of developing meaningful goals with a take-away of eight questions for evaluating the quality of goals set. Learn how to measure the outcome of goals by developing a set of mutually established standards within a framework of ongoing employee development and corrective action.

*Dates:* March 1, 2013

*Application Deadline:* March 1, 2013

*Location:* Berkeley, CA

*Cost:* $295

*Contact Number:* 510-642-4231

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Strategic Problem Solving<http://extension.berkeley.edu/catalog/course874.html>

Learn and practice fundamental skills of strategic problem solving. Understand how to approach business problems in a structured and efficient way that is based on the problem solving techniques of the top tier consulting firms. Focus on a variety of tactics used to enhance communication, persuasion and build trust within teams and senior management.

*Dates:* May 16 & May 17, 2013

*Application Deadline:* May 16, 2013

*Location:* San Francisco, CA

*Cost:* $525

*Contact Number:* 510-642-4231

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### Tackling Tough Issues in the Workplace

<http://extension.berkeley.edu/catalog/course1550.html>

Given the pace of work, pressures to perform and the resulting stress and burn-out common in today’s workplace, it’s not surprising that productivity suffers, performance declines, teams falls apart and leaders often get the blame. Using tools and strategies explored in this workshop, you learn to tackle and resolve long-standing issues, improve performance, strengthen relationships, and make progress even in “hopeless” situations.

*Dates:* April 8, 2013

*Application Deadline:* April 8, 2013

*Location:* San Francisco, CA

*Cost:* $295

*Contact Number:* 510-642-4231

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## University of Maryland College Park

### Certificate in Cybersecurity Leadership

<http://www.rhsmith.umd.edu/cybersecurity/>

The University of Maryland’s Robert H. Smith School of Business – in partnership with the A. James Clark School of Engineering and the School of Public Policy – offers a timely, highly-relevant and cutting-edge Graduate Certificate of Professional Studies in Cybersecurity Leadership. This innovative program is designed for cyber security professionals who want to develop business and management skills and learn how to leverage their technical skills to advance within organizations.

**During this program, participants will develop the skills to:**

* use design thinking and a holistic approach to solving enterprise-wide threats
* explore the main security models and approaches from the defense and attacker perspectives
* control risk and manage defense in global, highly distributed supply chains through risk management projects and analytic tools
* apply sourcing strategies to assure the integrity of systems and components in cyber enterprise
* scope projects, implement a work plan, and inspire high performance in an effective workplace culture

Curriculum:

[Cybersecurity Leadership Orientation Bootcamp](http://www.rhsmith.umd.edu/cybersecurity/curriculum/bootcamp.aspx), [Systems Thinking and Design](http://www.rhsmith.umd.edu/cybersecurity/curriculum/systems.aspx), [Cybersecurity Technology](http://www.rhsmith.umd.edu/cybersecurity/curriculum/tech.aspx), [ICT Supply Chain Risk Management](http://www.rhsmith.umd.edu/cybersecurity/curriculum/risk.aspx), [Federal IT Acquisition](http://www.rhsmith.umd.edu/cybersecurity/curriculum/acquisition.aspx), and [Cybersecurity Capstone](http://www.rhsmith.umd.edu/cybersecurity/curriculum/capstone.aspx).

Credits from your Cybersecurity Leadership certificate program can be applied to either the [Master of Engineering - Cybersecurity track](http://www.oaee.umd.edu/cyber) from the Clark School of Engineering or the [MS in Information Systems](http://www.rhsmith.umd.edu/ms/infosys) from the Smith School of Business.

Tuition:

This 15-credit course from the University of Maryland, College Park costs $13,500, plus a $75 application fee. College Park fees of around $800 also apply. Only $75 is due at time of application. Qualified students may apply to the Graduate School to have nine of their 15 certificate credits applied to graduate study in Information Systems at Smith, or Engineering (Cybersecurity Track) at Clark. There will be an additional fee due to the Graduate School for graduate degree study. Please contact [Liz Barron](mailto:lbarron@rhsmith.umd.edu?subject=Cybersecurity%20Leadership%20Program) at 301-405-5387 or if you have questions about the application, payment or degree credit transfer/application process.

Dates: Feb. 22, 2013 to June 29, 2013 (Saturday 8am-6pm and Tuesday 6pm-10pm)

Location: Robert H. Smith School of Business, College Park, Maryland

For more information, contact Samantha James at [sjames@rhsmith.umd.edu](mailto:sjames@rhsmith.umd.edu) or call 301.405.1934.

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### The Advanced Executive Coaching Certificate Program

<http://www.rhsmith.umd.edu/coaching/>

The Advanced Executive Coaching Program at the University of Maryland’s Robert H. Smith School of Business focuses on the knowledge and advanced competencies required to effectively coach senior leaders within the context of today’s global business environment. The course builds on core coaching competencies and takes Executive Coaching to the next level. Designed by Smith faculty and experienced executive coaches, it provide aunique coach learning experience focused on:

* Coaching senior executive leaders faced with global business challenges
* Transformational coaching using new concepts, methods and tools
* Expanding your learning community with exemplary faculty and coaches
* Providing an advanced coaching credential from a top business school

**Upon program completion, participants will:**

* Understand how to leverage knowledge of the challenges facing today’s global leaders to coach executives more effectively
* Form new perspectives on business models for coaching, including the use of social media
* Integrate concepts from cognitive psychology and neuroscience to help senior leaders understand what holds them back, and how to help broaden leaders’ perspectives
* Coach senior teams to more effectively drive business results
* Apply stage theory of adult development to the complexities that leaders, and by extension, coaches face in the business world
* Determine the relevance and purpose of the wide range of assessment tools, their most appropriate use in the organizational context, and understand the elements of a productive debrief
* Sharpen coaching skills through practice with outstanding executive coaches
* Develop new relationships and expand their coaching community
* Integrate the concepts from all Program Modules through participation in an experiential leadership exercise on the battlefields of Gettysburg

**Who Should Attend:** The program welcomes ICF Certified Coaches, or coaches who have completed an ICF Accredited Coach Training Program (ACTP), and other executives with coaching experience. This is a cohort-based curriculum, incorporating opportunities for coaches to learn from each other, as well as from the faculty.

**Schedule:** Six two-day seminars (9am to 5pm) including a capstone experience at Gettysburg.

**Fees:** The fee for the program is **$6,200** for 12 program days.

**Credits:** Approved for 80 CCEUs from the International Coach Federation (ICF).

**Certificate:** Graduates will receive a certificate in Advanced Executive Coaching from the Robert H. Smith School of Business at the University of Maryland, ranked #3 in intellectual capital by Business Week. The Smith School faculty is a world leader in generating new business thinking and helping organizations to leverage new concepts. The Advanced Executive Coaching Program offered under the Smith School’s Center for Leadership, Innovation and Change (CLIC) builds on core coaching competencies and positions Executive Coaches to have a more significant impact in senior business leadership settings.

**Program Location:** Robert H. Smith School of Business Suite in the Ronald Reagan Building and International Trade Center at [1300 Pennsylvania Avenue NW](http://maps.google.com/maps?q=1300+Pennsylvania+Avenue+NW&hl=en&hnear=1300+Pennsylvania+Ave+NW,+Washington,+District+of+Columbia+20004&gl=us&t=m&z=16) in downtown Washington, D.C.

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## University of Michigan

### The Michigan Executive Program

<http://execed.bus.umich.edu/Programs/The-Michigan-Ross-Executive-Program.aspx>

Our Executive Program isn't for the faint of heart, and it certainly isn't for the mediocre. This intense, content-rich program provides a deep and comprehensive understanding of management and leadership across all areas of business. In our program, you learn to adapt to challenges quickly, explore policies, think more critically and update your management skills and styles to lead your company to compete in the global marketplace. Throughout the program, your learning is enriched by engaging analyses, provocative discussions, group presentations and computer simulations—with you as an active leader of your own learning process.

*Dates:* 28 Apr – 17 May 2013

*Location:* Ann Arbor, MI

*Fees:* $31,500

**For further information on this program please contact: 734-763-1000**

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## University of Minnesota

### Operational Excellence

<http://www.csom.umn.edu/executive-education/operational-competitive-advantage.html>

Achieving measurable breakthroughs in operational performance is accomplished by delivering superior products and processes in the eyes of your external and internal customers at the lowest possible cost. In this three-day program, you will develop in-depth, hands-on knowledge of improvement methodologies, know when and how to use each method, and how to combine them into a systematic approach to take your operation to the next level, and the level after that. The instructor will use examples from numerous major industries in the manufacturing, service, software, and other sectors.

You will learn to employ innovative techniques in operations planning: Lean, Six Sigma, Kaizen Blitzes, activity based costing, benchmarking, supply chain cost reduction, self-managed teaming, change leadership, and other powerful approaches to become a high performance organization. Using the right combination of approaches will enable your organization to dramatically increase customer satisfaction and profits—while simultaneously reducing waste, cycle time, inventories, and costs. Bring with you to class data on a major "broken process" within your company (with which you are familiar) and work on it right there. Many participants will leave with a breakthrough solution.

*Dates: October 29-31, 2013*

*Fee: $3,000*

*Location: University of Minnesota*

*Contact: 612-625-5412*

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### Power and Influence: Strategically Managing Business Relationships

<http://www.csom.umn.edu/executive-education/power-and-influence.html>

Successful leaders and communicators must not only make the right decisions—they must also influence others to support and execute those decisions. Discover the tools to immediately build a power base, leverage your existing skills, and strategically move others in the right direction.

The ability to influence others and communicate persuasively is critical to a leader's effectiveness. Implementing strategy, initiating change, and executing decisions all require the ability to influence, inspire, and shape others' behavior.

You will learn the practical tools to become more powerful and influential in your dealings with coworkers, managers, and partners. Through a mix of lecture, discussion, and experiential exercises, you will master the tools to be able to mobilize entire teams, departments, and organizations.

*Dates: May 15-16, 2013*

*Fee: $2,500*

*Location: University of Minnesota*

*Contact: 612-625-5412*

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### FrameBreaking™ Leadership Development

<http://www.csom.umn.edu/executive-education/frame-breaking.html>

Experience is the best teacher, but you need the right tools for leveraging that experience. The FrameBreaking Experience Model provides a powerful new perspective and rich toolkit to help participants build their capabilities through on-the-job experience.

The most successful leaders are distinguished by a combination of four characteristics:

1. They have exceptional natural talent
2. They have great experiences (opportunities)
3. They learn useful lessons from their experiences
4. They apply the lessons they learn to tackle ever larger challenges

While you can't change your natural talents, you can make a difference in the three other characteristics. Yet, since we aren't taught how to learn from our experiences, it is easy to pass up great development opportunities, or to miss out on key lessons that could accelerate career progress. This program will help participants to better identify great on-the-job learning opportunities, enhance their learning from them, and develop a simple routine for applying what is learned to get better results for the organization while achieving personal career objectives.

*Dates: February 28, 2013*

*Fee: $895*

*Location: University of Minnesota*

*Contact: 612-625-5412*

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## University of North Carolina at Chapel Hill

### Strategic Planning and Business Decision Making

<http://www.kenan-flagler.unc.edu/executive-development/open-enrollment/programs/strategic-planning>

This program has been designed to equip executives with the advanced strategic planning and business decision making skills they need to excel as multifaceted leaders in today’s dynamic business world. The first part of the program takes managers and business owners through a strategic planning process that was developed by the program leaders and is used successfully today in over 100 firms. Participants start by examining each of the steps in the strategic planning process, observing how and why other companies have either succeeded or failed in the planning process, and they leave with a strategic planning template that has stood the test of time for mid-sized companies.

The second part of the program focuses on how managers can incorporate strategic business decision making in their day-to-day operations. The topics in the business decision making portion of the program were chosen because decision making under uncertainty is the norm rather than an exception in the 21st century. Managers increasingly have to make important business decisions when information is incomplete and the future is murky. This is further complicated by the fact that technology and globalization are ensuring that no source of competitive advantage remains sustainable. The only way firms can continue to grow and prosper is through continuous innovation; however, companies must also constantly revisit their roots and original corporate vision to ensure that the domain of activities in which they participate remains relevant.

*Dates:* TBD

***Fees:*** $3,700

*Location*: The Rizzo Conference Center; Chapel Hill, North Carolina

**For more information please contact: 1-800-UNC-EXEC or email** [**unc\_exec@unc.edu**](mailto:unc_exec@unc.edu)

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### Talent Management Institute

<http://www.kenan-flagler.unc.edu/executive-development/open-enrollment/programs/talent-management>

In a complex environment, superior talent remains the surest path to sustained competitive advantage.  Yet organizations are finding that traditional approaches to talent building are falling short of expectations. The Talent Management Institute has been designed to build the skills and capabilities of HR and Talent Management leaders and provide them with the tools necessary to design and execute a flawless talent management strategy so that their impact on the organization is meaningful and significant.

The Talent Management Institute is a strategic, practical program designed and taught by experienced talent management executives who have successfully created integrated talent management systems at companies like Johnson & Johnson, Bank of America, Avon and more.  In this highly interactive program, these highly acclaimed Talent Management Practitioners emphasize the art of execution versus a focus only on theory and concept.

*Dates:* June 10-13, 2013

***Fees:*** $4,900

*Location*: The Rizzo Conference Center; Chapel Hill, North Carolina

**For more information please contact: 1-800-UNC-EXEC or email** [**unc\_exec@unc.edu**](mailto:unc_exec@unc.edu)

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## University of Richmond

### Strategic Project Management

<http://robins.richmond.edu/executive-education/course-list.html>

Whether it’s launching a new product or a global communication system, developing software or constructing a building, it’s your job as a project manager to make it all happen. Project management takes a special set of tactical and practical management skills to carry out this kind of responsibility. This workshop will give you the skills and training you need in all of the critical phases of managing people and projects successfully. The emphasis is on real-world, practical applications developed through years of hands-on experience in world-class, multinational organizations.

*Dates: January 14-16, 2013; May 6-8, 2013; September 23-25, 2013*

*Fees: $1,425*

*Contact:* (804) 289-8019 or [execed@richmond.edu](mailto:execed@richmond.edu)

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### Project Risk Management

<http://business.richmond.edu/executive-education/course-list.html>

Every project you manage contains risk. Risk comes in many forms and each requires a unique solution. Explore the many faces of risk and learn techniques to analyze each one. Work through real case studies to see how to apply risk management tools to your projects. This two-day workshop will introduce you to inductive and deductive risk management tools and failure analyses. Also, introduced will be the legal aspects of risk and the decisions that you must make to minimize legal problems.

Pre-requisite: Strategic Project Management

*Dates: February 11-12, 2013; May 20-21, 2013; October 7-8, 2013*

*Fees: $995*

*Contact:* (804) 289-8019 or [execed@richmond.edu](mailto:execed@richmond.edu)

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### Advanced Project Management

<http://business.richmond.edu/executive-education/course-list.html>

In this intensive three-day workshop, you will step beyond the essentials of project management and deal with real problems that result from changes during a project’s life cycle. You will work through the process of bringing an actual project to completion with minimal impact on overall performance, budget and schedule objectives. This is a true, hands-on experience. No lectures. No theory. You will work with other attendees to address and resolve actual project management obstacles.

Prerequisite: Strategic Project Management and Project Risk Management

*Dates: April 8-10, 2013; July 15-17, 2013; December 9-11, 2013*

*Fees: $1,425*

*Contact:* (804) 289-8019 or [execed@richmond.edu](mailto:execed@richmond.edu)

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## University of Texas

### Managing Project Execution

<https://www.mccombs.utexas.edu/ExecED/Executive-Development-Certificates/Project-Management-Certificate/Managing-Project-Execution.aspx>

To direct the execution phase to a successful conclusion. After building the proper cultural environment, the manager will be able to monitor progress and intervene only when and where necessary. Scope is controlled through a change control process that is scaled appropriately to the level of definition. And various conflict resolution modalities are brought into play when problems cannot be avoided through early detection and recovery planning.

*Date:* May 21-22, 2013 *Location:* The University of Texas at Austin

*Cost:* $2,450 (Individual Course);$13,800  -  [Institute for Managerial Leadership](http://www.mccombs.utexas.edu/ExecED/Executive-Development-Certificates/Institute-Managerial-Leadership.aspx) Certificate *(includes materials, lunches and breaks.)*

*Application Deadline*: Early registration is encouraged. Class size is limited and may fill to capacity. We request registrations with payment at least 3 weeks in advance of the program start date.

To [**enroll online**](http://www.txee.mccombs.utexas.edu/assnfe/CourseView.asp?MODE=VIEW&clCourseID=94), please follow the link. If you prefer, you may also [enroll via e-mail, fax or telephone](https://www.mccombs.utexas.edu:443/ExecED/Contact-Us.aspx).

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### Planning the Successful Project

<http://www.mccombs.utexas.edu/ExecED/Executive-Development-Certificates/Project-Management-Certificate/Planning-Successful-Project.aspx>

To develop a robust execution plan that captures the cost, schedule and resource requirements in the face of significant risk and uncertainty. The participant will be able to identify and address risks at the proper level using a comprehensive risk management process. The potential impact on cost and schedule is described using range estimates and mitigated through a contracting strategy that allocates risks appropriately.

*Date:* February 21-22, 2013 *Location:* The University of Texas at Austin

*Cost:* $2,450 (Individual Course);$13,800  -  [Institute for Managerial Leadership](http://www.mccombs.utexas.edu/ExecED/Executive-Development-Certificates/Institute-Managerial-Leadership.aspx) Certificate *(includes materials, lunches and breaks.)*

*Application Deadline*: Early registration is encouraged. Class size is limited and may fill to capacity. We request registrations with payment at least 3 weeks in advance of the program start date.

To [**enroll online**](http://www.txee.mccombs.utexas.edu/assnfe/CourseView.asp?MODE=VIEW&clCourseID=97), please follow the link. If you prefer, you may also [enroll via e-mail, fax or telephone](http://www.mccombs.utexas.edu/ExecED/Contact-Us.aspx).

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### Strategic Decision Making

<https://www.mccombs.utexas.edu/ExecED/Strategic-Decision-Making.aspx>

Uncertainty and complexity make many decisions difficult, especially those involving R&D projects, new products and new ventures. This program provides an introduction to decision and risk analysis – the systematic evaluation of decision problems involving uncertainty. Decision and risk analysis provide a framework for analyzing decision problems by breaking them down into more manageable parts and explicitly considering the possible alternatives, available information, and the relevant preferences of the decision makers. We will discuss methods for structuring and modeling decision problems, and apply these methods to a variety of problems that involve risk and uncertainty.

*Date:* February 7-8, 2013 (Special Feature: complimentary textbook to be mailed. Please allow time to complete reading assignments prior to your first class day.) *Location:* AT&T Executive Education and Conference Center

*Cost:* $2,450 (Individual Course);$13,800  -  [Institute for Managerial Leadership](http://www.mccombs.utexas.edu/ExecED/Executive-Development-Certificates/Institute-Managerial-Leadership.aspx) Certificate; $13,800  -  [Project Management Certificate](https://www.mccombs.utexas.edu:443/ExecED/Executive-Development-Certificates/Project-Management-Certificate.aspx) *(includes materials, lunches and breaks.)*

*Application Deadline*: Early registration is encouraged. Class size is limited and may fill to capacity. We request registrations with payment at least 3 weeks in advance of the program start date.

**For more information on these programs please contact: 1-800-409-EXEC(3932)**

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## University of Virginia

### Leading Organizational Effectiveness

<http://www.darden.virginia.edu/web/Executive-Education/Open-Enrollment-Program/Leadership-and-Change/Organizational-Effectiveness/>

As business landscapes transform and evolve, efficiency strategies and the ability to smartly manage effective organizations also advance. Creating and sustaining a culture of high performance, and leading organizational effectiveness across the enterprise, are a few of the most complex challenges facing leaders. A proven best practice for making a workforce a success stems from a participative design process that includes a strategic, intertwined focus on people, process, and perspective. Through the program *Leading Organizational Effectiveness*, managers will understand the systems thinking necessary to integrate disciplines of performance improvement, customer focus, learning, and change.

You will both enhance your capabilities and leave prepared to develop and successfully lead a highly effective organization. You will arrive at Darden having already identified a relevant high-performance/ effectiveness opportunity for your business; you can expect to return to work with a clearer vision and an actionable plan for implementing high-performance and effectiveness structures.

*Topics*

* Aligning Processes and Leadership Practices
* Creativity and Innovation—Managing a “Performance Environment”
* Developing a Performance Improvement Process
* Frameworks and Concepts Supporting Highly Effective Organizations
* Leading Strategic Change
* Lean/“Effectiveness” Thinking and Enterprise Implementation
* Linking Employee and Customer Development
* Strategy and High Performance

*Benefits of Attending*

* Create specific, relevant action plans for raising and maintaining high performance and effectiveness across your business.
* Cultivate your leadership style and behavior to shape innovation, learning and effectiveness across the enterprise.
* Develop ways of thinking and acting that enable personal and team excellence.
* Explore the key relationships among quality, customer focus, personal engagement and learning; and how concentration in these areas helps to create and maintain highly effective, high-performing environments.
* Gain skills to outperform competitors in customer service and satisfaction, product quality, innovation and productivity.

*Date:* September 8-13, 2013

*Fee:* $9,100 per person. The fee includes tuition, course materials, lodging, meals and certificate of participation. We accept payment by check, American Express, MasterCard and Visa. Payment is due upon receipt of invoice and/or acceptance into the program. Companies that send more than one participant to a single program offering will receive 10% off the full fee for any additional participants.

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### Management Development Program: Driving Vision, Action, and Results

<http://www.darden.virginia.edu/web/Executive-Education/Open-Enrollment-Program/General-Management/MDP/>

Ambitious professionals and their organizations understand that management in today’s environment does not mean doing more of the same. These growth and global minded businesses prepare middle management executives to become more effective leaders who possess broad, strong business knowledge. Providing an enterprise-wide, performance-driven perspective, the *Management Development Program (MDP)* examines key business issues and solutions that are necessary to be successful in an increasingly dynamic business environment. By developing a broad understanding of the enterprise and the connectivity of business activity, *MDP* provides an opportunity for participants to focus on and drive actions that will enhance organizational effectiveness and drive superior bottom-line results.

Why MDP?

For years, this program has admitted managers from around the world. These executives and their supporting organizations select the Darden School of Business and the Management Development Program for the integrated, full-time, intensive learning experience; the globally ranked #1 faculty team (*Financial Times* 2004–2011); and the relevant challenging curriculum that takes them out of the comfort zone, nudges and challenges assumptions, and addresses key areas of business and global perspectives. MDP affords an immersive study of all aspects of management—from accounting, finance, technology and operations…to competition, strategy, and marketing…to the international economy and organizational change.

Throughout the course of the program, participants will not only further see the organization as more than the sum of its parts, they will be geared to use their broader vision to drive more effective management, strategic decision making, and extraordinary leadership.

*Benefits of Attending*

* Become a better prepared, more confident manager with new knowledge, capabilities and self-awareness — ready for new responsibilities.
* Comprehend and apply corporate strategy concepts.
* Deliver fresh perspectives — consider the bigger business picture AND the long-term view.
* Distinguish the organization as a multifaceted system, and understand and identify the critical contributions of each business function.
* Gain an international network and global outlook from the diversity of peer learners.
* Improve your capacity to think and act more strategically and to establish personal and organizational goals consistent with corporate strategy.
* Increase personal effectiveness and leadership capability to manage at the interface of key functions, create a high-performance culture, create value and generate superior results.
* Recognize the link between operations and strategy and implement applications that will help diminish any gaps.
* Use key performance indicators to guide organizational growth and development.
* Skills to analyze and structure negotiating situations.

*Topics*

* Competitive Analysis
* Corporate Strategy and Industry Analysis
* Financial Management and Performance
* Leadership and Change Management
* Managing Critical Resources
* Marketing Strategy
* Operational Excellence
* Professional Executive Coaching
* Strategy and Execution
* Talent Management
* Wellness and Management Success
* 360-Degree Assessment Tool to Understand Self as Manager/Leader

Dates:September 30 – October 11, 2013

Fee: $22,000 per person. The fee includes tuition, course materials, lodging, meals and certificate of participation. We accept payment by check, American Express, MasterCard and Visa. Payment is due upon receipt of invoice and/or acceptance into the program. Companies that send more than one participant to a single program offering will receive 10% off the full fee for any additional participants.

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### Servant Leadership: A Path to High Performance

<http://www.darden.virginia.edu/web/Executive-Education/Open-Enrollment-Program/Leadership-and-Change/Servant-Leadership--A-Path-to-High-Performance/>

All organizations strive for consistent high performance. Realistically, few achieve it. Many of the successful companies operate under a leadership principle known as “servant leadership.” These organizations and their leaders enable high employee engagement that results in extraordinary performance. The behaviors of these leaders, including the harmonious consistency among their attitudes, words, and actions, help create an organizational family that is highly accountable to each other in the pursuit of daily excellence—excellence that is both meaningful and value-creating.

Gain insights into:

*High-Performance Organizations*

* Study high-performance organizations and their leaders.
* Explore a multiple stakeholder approach to high performance.

*Leadership Strategy*

* Examine your views about leaders and followers.
* Study the relationship between values, emotions, behaviors and high engagement.
* Pursue optimal organizational performance by serving others.

*A Personal Leadership Agenda*

* Examine your personal good and bad leadership behaviors through integrated workshops.
* Create a personal leadership change plan and have the opportunity for one-on-one conversations with faculty.
* Gain perspectives on a different way to lead.

Program activities include case studies, team experiences, individual stories, speakers, and small team and group conversations. You will spend some time each day reflecting on how the learning applies to you and ultimately walk away with a personal plan to become a more effective leader with a broader definition of what that means.

*Dates:* November 10-15, 2013

*Fee:* $8,900 per person. The fee includes tuition, course materials, lodging, meals and certificate of participation. We accept payment by check, American Express, MasterCard and Visa. Payment is due upon receipt of invoice and/or acceptance into the program. Companies that send more than one participant to a single program offering will receive 10% off the full fee for any additional participants*.*

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### Strategic Thinking and Action

<http://www.darden.virginia.edu/web/Executive-Education/Open-Enrollment-Program/Strategy/Strategic-Thinking-and-Action/>

*Strategic Thinking and Action* focuses on strategic thinking for competitive response in a world of uncertainty and constant industry transformation. Particular attention is given to competing effectively in today’s connected world. Throughout the program, the themes are applied to firms in a variety of industries that face growth and profit pressures, and run the risk of being challenged or threatened by new competitors with evolving business models.

Participants will explore contemporary strategic concepts and the foundations of breakthrough policies, and will return to the workplace with a strengthened understanding of the essential conceptual elements of strategy and an enhanced comprehension of the importance of strategic action in business.

Topics

* Building Organizational Capabilities for Competitive Advantage
* Business Growth and Sustainability
* Creating and Capturing Value Across the Value Chain
* Developing Strategies for Corporate Transformation and Growth
* Industry and Competition Analysis in a Global Context
* Strategy as an Option; Strategy as Commitment
* Understanding Successful Firms and Strategies

*Date:* March 25-29, 2013

*Fee:* $7,300 per person. The fee includes tuition, course materials, lodging, meals and certificate of participation. We accept payment by check, American Express, MasterCard and Visa. Payment is due upon receipt of invoice and/or acceptance into the program. Companies that send more than one participant to a single program offering will receive 10% off the full fee for any additional participants.

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### Power and Leadership: Getting Below the Surface

<http://www.darden.virginia.edu/web/Executive-Education/Open-Enrollment-Program/Leadership-and-Change/Power-and-Leadership/>

Are you ready to stretch your leadership thinking and capabilities? Through *Power and Leadership: Getting Below the Surface*, you will explore the differences between coercive, power-based leadership and deeper “level three” leadership. Integrated themes incorporate a powerful leadership model that includes personal characteristics, strategic thinking, abilities in influencing others, creating inspiring organizational designs, and principles of leading change to provoke your thoughts about leadership. You will see how to build trust, influence face-to-face, lead change, and how to become a more influential manager. The program includes a half-day of experiential learning exercises and a day-long simulation on managing change, blending fresh learning techniques with practical business, and some theory. This course will help transform your view of leadership, your influence capabilities, and elevate your contribution in your current and future roles.

*Benefits of Attending*

* Clarification of personal and professional purposes.
* Deep-seated self-awareness and challenges to self-leadership.
* Guidance for managing work/life/self-balance in self and others.
* Improve change management and skills; master leadership capabilities.
* Mental map of leadership in all its elements.
* Learn to create world-class teams.
* Renew your energy for leading.
* Techniques for building trust.

*Topics*

* Balancing Your Life
* Building and Leading World-Class Teams
* Building Executive Lifestyles
* Building Trust
* Creating Your Personal Leadership Style
* Developing Personal and Organizational Charters for Action
* How Feelings Affect Performance
* Leading in Crisis
* Leading Strategic Change
* Why Managers Do What They Do

*Dates:* April 28-May 3, 2013;September 15-20, 2013

*Fee:* $9,100 per person. The fee includes tuition, course materials, lodging, meals and certificate of participation. We accept payment by check, American Express, MasterCard and Visa. Payment is due upon receipt of invoice and/or acceptance into the program. Companies that send more than one participant to a single program offering will receive 10% off the full fee for any additional participants.

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### Strategic Decision Making

<http://www.darden.virginia.edu/web/Executive-Education/Open-Enrollment-Program/Decision-Making/Strategic-Decision-Making/>

Executives who excel at strategic decision making possess a thorough understanding of the tools available for analyzing problems, especially those involving risk and uncertainty. They are also able to overcome hurdles for analysis, examine methods for structuring and model decision dilemmas and an understanding of how to apply these methods to a variety of challenges. In this program, you will:

* Enhance your ability to obtain insight, exercise judgment and design more effective decision processes.
* Break down decisions into manageable parts, analyze possible alternatives, use available information and consider decision makers' preferences.
* Learn to avoid common mistakes.
* Implement effective decision audits, proactively manage risk and harness uncertainty to improve results.

Gain insights into:

*Decision Processes*

* Frame decisions by asking the right questions.
* Avoid cognitive biases, decision traps and group think.
* Use appropriate analyses, stage decisions, incorporate options and integrate multiple perspectives.

*Harnessing Uncertainty*

* Structure decisions incorporating uncertainty, alternatives and additional information.
* Estimate and mitigate risk, transforming it into opportunities.
* Identify organization values that drive decisions and tradeoffs.

*Strategic Thinking*

* Analyze an industry, define performance drivers and fit the pieces together.
* Deepen your sophistication in exercising judgment and thinking more strategically.

*Date:* November 12-15, 2013

*Fee:* $7,100 per person. The fee includes tuition, course materials, lodging, meals and certificate of participation. We accept payment by check, American Express, MasterCard and Visa. Payment is due upon receipt of invoice and/or acceptance into the program. Companies that send more than one participant to a single program offering will receive 10% off the full fee for any additional participants.

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Web: [www.darden.virginia.edu/exed](http://www.darden.virginia.edu/execed)

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## University of Wisconsin - Madison

### 

### Business Process Improvement Using Lean Six Sigma and Performance Metrics

<http://exed.wisc.edu/Courses/Business-Process-Improvement-Using-Lean-Six-Sigma-and-Performance-Metrics>

Are complex problems bogging down your business? Are redundant and inaccurate data systems making life miserable for you and your customers? Take the first step toward an integrated approach to complex business problem solving. This foundation course in Six Sigma uses a data-driven, scientific method-based, step-by-step approach that can create dramatic performance improvements for your organization. After completing this course and its exam, you will be Six Sigma Yellow Belt certified. You’ll learn to:

* Use Six Sigma tools to achieve breakthroughs in quality and cost reduction
* Reduce or eliminate time-based inefficiencies in transactional processes
* Achieve both bottom-line and “soft” cost savings
* Gain a full understanding of what Six Sigma is and how to implement it through the DMAIC model
* Learn methods to break down difficult processes and rebuild them with less variance and waste
* Learn how to integrate Six Sigma with waste elimination, the basis of Lean models
* Communicate the value of your Six Sigma process improvements to gain buy-in from both upper management and staff
* Overcome the barriers to process optimization

*Program Dates:* [*March 25-27, 2013; June 24-26, 2013; September 11-13, 2013*](http://exed.wisc.edu/Courses/Business-Process-Improvement-Using-Lean-Six-Sigma-and-Performance-Metrics)

*Program Tuition: $1,895 USD*

*Contact Number: 608-441-7357*

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### Creating a Culture of Innovation

<http://exed.wisc.edu/Courses/Creating-a-Culture-of-Innovation>

Adapt to changing realities in order to thrive! This course defines skills required for diagnosing individual and organizational responsiveness to change, and explores innovativeness in product development and customer value delivery. The course takes a unique layered approach to innovation. It starts with a personal self-examination of your own creativity and leadership as inputs into a culture of innovation. Next, it progresses to tools for innovating customer value. Finally, it ends with insights into building and sustaining organizational innovation.

This course will teach you how to:

* **Remove the filters that block your creativity**
* **Maximize your role in driving innovation**
* **Broaden voice-of-the-customer sources**
* **Reshape the product innovation process**
* **Overcome strategic inertia**
* **Design agile structures and methods**

*Program Dates:* [*March 27-29, 2013; September 25-27, 2013*](http://exed.wisc.edu/Courses/Defining-and-Managing-Business-Requirements)

*Program Tuition: $1,795 USD*

*Contact Number: 608-441-7357*

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### Defining and Managing Business Requirements

<http://exed.wisc.edu/Courses/Defining-and-Managing-Business-Requirements>

This course focuses on a requirements management process that contributes to project success. Using a real case for a workshop exercise, you will practice defining the real problem, assessing the impact on the business, and identifying and managing stakeholders’ expectations. We will practice using various elicitation tools and techniques to discover real requirements that contribute to deliverable solutions, solutions that produce desired business outcomes. You will learn how to develop itemized deliverable lists and how to discover overlooked requirements. We will discuss requirements verification, traceability, and change management. Finally, you will realize how to prioritize and select the best requirements solutions and present those solutions in a business case format.

You'll learn how to:

* Utilize an enterprise requirements management processes and improve project success
* Use a Plan-Build-Test-Deploy requirements management model
* Identify project stakeholders, and discover and define their real problems
* Realize and uncover real requirements using various methods and tools
* Create great questions to ask in surveys, interviews, shadowing users, and JAD
* Discover functional requirements that deliver value to business requirements
* Document requirements clearly using standard formats and use cases
* Analyze, verify, and validate requirements
* Refine, manage, and control changes to requirements
* Use a hierarchical solution selection process to build a foundation for future requirements
* Conduct financial analysis of requirements solution(s) for benefits realization
* Prioritize, select and present the best requirements solutions to problems/opportunities
* Transfer a practical requirements management methodology back to your workplace

*Program Dates:* [*February 25-27, 2013; June 26-28, 2013; September 23-25, 2013*](http://exed.wisc.edu/Courses/Project-Management-Planning-Scheduling-and-Control)

*Program Tuition: $1,795 USD*

*Contact Number: 608-441-7357*

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### Project Management: Planning, Scheduling, and Control

<http://exed.wisc.edu/Courses/Project-Management-Planning-Scheduling-and-Control>

This project management course teaches techniques that will help you plan, implement, and complete projects with desired results…on time and within budget. Learn how to use project management systems and tools to create clear project missions and goals. Learn to accurately estimate project time and costs, employ project quality management, schedule and allocate time-critical resources, and establish feedback systems for project control.

You will learn to:

* Use a step-by-step process for completing successful multiple projects and tasks on time
* Improve estimation of project costs, resources, and time
* Improve your overall project management tracking
* Control projects through special methods, tools, and techniques
* Assess and improve your current project management system
* Immediately apply project management principles back at work
* Effectively initiate, plan, execute, control, and close out projects
* Apply or customize the UW framework for project management to your organizational needs
* Understand the roles and responsibilities of any successful project manager and review the Project Management Institute‘s (PMI) body of knowledge (PMBOK)

Interested in an online course? If you appreciate the peer and instructor interaction from the in-person course but wish to divide the absorption of the information learned over smaller increments of time, check out our [online virtual classroom](http://exed.wisc.edu/Courses/Project-Management-Planning-Scheduling-and-Control-Online-Virtual-Classroom) version of this course.

*Program Dates: February 18-20, 2013; March 11-13, 2013; May 6-8, 2013; July 15-17, 2013;*

*August 5-7, 2013; September 9-11, 2013; October 7-9, 2013; November 11-13,2013*

*On-Line Dates: January 23-March 13, 2013*

*Program Tuition: $1,795 USD*

*Contact Number: 608-441-7357*

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### Project Portfolio Management

<http://exed.wisc.edu/Courses/Project-Portfolio-Management>

During the course, you will learn about using appropriate project selection criteria, prioritizing projects, preventing "problem projects" from making it into a program or portfolio and determining when to terminate an existing project from either a program or a portfolio. You will learn about managing stakeholder expectations, coordinating multiple project managers working within a program or portfolio and manage resource conflicts among projects. You will learn how to prepare and communicate executive briefs on the performance of projects at the program or portfolio level and to define, track and report benefits for deliverables.

What are the benefits of this course to your organization?

* Achievement of strategic business objectives through selecting the right projects at the right time
* Better throughput across all projects due to clear priorities, a clear understanding of resource capacity and the right staging of projects within a program and or a portfolio
* Improvement of decision making about individual projects by using a project portfolio context
* Linking projects to various financial facets and increasing focus on accountability

*Program Dates:* [*May 2-3, 2013; November 7-8, 2013*](http://exed.wisc.edu/Courses/Business-Acumen-and-Strategy-for-Managers)

*Program Tuition: $1,395 USD*

*Contact Number: 608-441-7357*

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## Wharton—University of Pennsylvania

### Advanced Management Program

<http://executiveeducation.wharton.upenn.edu/open-enrollment/senior-management-programs/Advanced-Management-Program.cfm>

***AMP*** is an immersive five-week program based on real-time business dynamics, economic challenges and opportunities, global trends, and market shifts. ***AMP faculty*** – expert thought leaders in the world of business – go well beyond historical case studies to explore current conditions, the latest research, and best practice. The knowledge shared is reinforced and challenged through guided practice, simulation, reflection, team coaching, and peer mentoring.

The core curriculum — management, marketing, finance, strategy, and organizational dynamics — comes to life through experiential learning. Whether rowing on the Schuylkill River to learn about high performance teams, interpreting poetry to differentiate form from content, or painting murals in inner city neighborhoods to give back to the community, these experiences strengthen the bonds between multicultural peers, between ideas and implementation, and between Wharton and alumni from around the world.

Consider your time at AMP a career refresh, with a comprehensive curriculum and experiential approach that creates an invaluable, reflective pause from your daily routine. You will complete the program with a tremendous reserve of strategies, practices, and global and self-awareness that can be put to immediate use and mobilized for virtually any contingency.

Research shows that learning is accelerated and memory-retention enhanced through multiple learning pathways. Three key components set AMP apart from competitive programs.

* **Peer mentoring:** learning with and from other senior executives, forging an expanding network
* **Real time context:** going beyond historical case studies to explore conditions that can affect business today and into the future
* **Guided practice and reflection:** gaining multiple perspectives on a situation through intuitive and effective reflection, prompting both personal and professional growth

Expect a fresh perspective. Expect to sharpen critical thinking skills. Expect a transformational experience that has immediate application for your business

In this program, you will:

* World-renowned faculty who are the sought-after, trusted advisors of corporations and governments worldwide
* Innovative and continually fine-tuned curriculum that weaves together lessons from business, arts, science, and the humanities
* Experiential learning that builds business acumen while drawing in both analytic and creative thinking skills
* New frameworks, models, and practices for managing the increasing speed of change in a volatile global environment
* Engaging dialogue among faculty and participants that adds dimension, insight, and new ways of thinking
* New business relationships within a powerful network of more than 88,000 Wharton alumni around the world

*Program Date: June 2 - July 5, 2013, September 29 – November 1, 2013*

*Program Tuition: $55,000 USD*

*Contact Name: Katrina S. Clark*

*Contact Number: 215-898-1776*

*Contact Email –* [*execed@wharton.upenn.edu*](mailto:execed@wharton.upenn.edu)

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### Making Strategy Work: Leading Effective Execution

<http://executiveeducation.wharton.upenn.edu/open-enrollment/strategy-management-programs/making-strategy-work.cfm>

We focus on looking ahead by using real-time case studies with current strategy implementation techniques. You will get a broad perspective of overall strategy formulation and implementation. You will develop clear, measurable incentives and tie them directly to strategic performance. Very few MBA courses address cross-functional issues related to implementation or the framework for thinking about implementation; this course is designed to fill that gap. Faculty will also be available to give feedback on a business plan you bring.

You will gain a framework in which to effectively develop and execute your next strategic plan. With this wider overview of strategy, you will be better prepared to ask the right questions as you build and implement future strategies.

In this program, you will:

* Ensure that your corporate structure is in alignment with current corporate strategies.
* Increase your organization’s ability to adapt to change.
* Manage resistance and conflict and maximize resources.

*Program Date: April 8-12, 2013, September 9-13, 2013*

*Program Tuition: $9,700 USD*

*Contact Name: Katrina S. Clark*

*Contact Number: 215-898-1776*

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### Strategic Marketing Essentials

<http://executiveeducation.wharton.upenn.edu/open-enrollment/marketing-sales-programs/essentials-of-marketing.cfm>

Using both quantitative and qualitative methods in lectures, case studies, and hands-on exercises, you will gain a better understanding of your customers and the role of marketing throughout the organization. The program is taught by the professors who teach the core marketing courses in Wharton’s top-ranked MBA program. In the evening, small groups work together to gain hands-on practice in applying theories and tactics discussed during the day, such as evaluating new business opportunities, forecasting, measuring consumer preferences, and discussing methods for setting pricing.

The program is taught by the professors who teach the core marketing courses in Wharton’s top-ranked MBA program. In the evening, small groups work together to gain hands-on practice in applying theories and tactics discussed during the day, such as evaluating new business opportunities, forecasting, measuring consumer preferences, and discussing methods for setting pricing.

In this program, you will:

* Develop a thorough understanding of customers and what motivates their behavior.
* Understand the value of your brands and how to build and develop that value.
* Learn to use quantitative analysis to make — and support — marketing decisions.

*Program Date: April 14-19, 2013, November 17-22, 2013*

*Program Tuition: $9,250 USD*

*Contact Name: Katrina S. Clark*

*Contact Number: 215-898-1776*

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### Strategic Thinking and Management for Competitive Advantage

<http://executiveeducation.wharton.upenn.edu/open-enrollment/strategy-management-programs/strategic-thinking-competitive-advantage.cfm>

*Strategic Thinking and Management for Competitive Advantage* helps you meet, head on, the challenge of building strategy. It distills and applies the latest strategic insights and approaches and helps you accurately assess the competition in your industry. You will learn to create coherent and forceful strategies for your future and get the opportunity to apply these concepts to your own strategic plan.

Leverage your firm’s capabilities to the greatest competitive advantage, obtaining necessary resources through alliances, acquisitions, or internal corporate ventures. Learn to tailor the planning process to the needs of individual business units.

In this program, you will:

* Enhance your ability to assess the strategic impact of the moves of your competitors.
* Gain new insights on the role of acquisitions, alliances, and divestitures in creating greater shareholder value.
* Design implementable and operational strategic programs that can dramatically change your firm’s competitive position.
* Realize the importance of innovation to an organization's competitiveness.

*Program Date: March 18-22, 2013, June 17-21, 2013, September 16-20, 2013,*

*December 2-6, 2013*

*Program Tuition: $10,000 USD*

*Contact Name: Katrina S. Clark*

*Contact Number: 215-898-1776*

*Contact Email –* [*execed@wharton.upenn.edu*](mailto:execed@wharton.upenn.edu)

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### Critical Thinking: Real-World, Real-Time Decisions

<http://executiveeducation.wharton.upenn.edu/open-enrollment/leadership-development-programs/critical-thinking-program.cfm>

During this intensive three-day program, you will engage in key decision-making processes that you will apply throughout the program to an integrated case study. Faculty are drawn from an interdisciplinary team, including those who helped launch the formal study of decision sciences. This balance of theory and practice creates a stimulating and challenging environment.

You will learn strategies for framing problems and when to apply them in your decision-making process. Sessions on decision making and scenario planning will help you recognize when you have enough information or the right information, or when you need to do more research.

In this program, you will:

* Learn to accurately assess the degree of uncertainty and risk in individual problems.
* Ensure that your decision-making process addresses the right problems and involves the right people.
* Create environments that foster feedback and learning, with tolerance for the right kinds of mistakes.

*Program Date: April 22-24, 2013, September 23-25, 2013*

*Program Tuition: $7,600 USD*

*Contact Name: Katrina S. Clark*

*Contact Number: 215-898-1776*

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### Executive Development Program

<http://executiveeducation.wharton.upenn.edu/open-enrollment/senior-management-programs/Executive-Development-Program.cfm>

The Executive Development Program is designed to increase the business skills and leadership capabilities of managers who lead key parts of the business and form the pool of future top leadership of the organization.

Wharton's *Executive Development Program* uses a multidimensional approach of lectures, small/large group discussion, case study, role playing, a leadership workshop, and a strategy simulation to provide new insights and give participants opportunities to apply them. A team of faculty, experts in diverse business disciplines, provides in-depth knowledge in core business areas. Participants are encouraged to apply these insights from the program to their own organizations in daily application sessions.

During two very intense, transformative weeks, you will broaden your core business knowledge in areas such as strategy, marketing, finance, and negotiations as you benefit from the expertise of global participants from a wide variety of industries, functional areas, cultures, and geographical regions. The knowledge you gain in group discussions led by Wharton faculty, strategy simulations, the leadership workshop, and peer mentoring will have immediate relevance and impact when you are back on the job.

In this program, you will:

* Advance your strategic decision making capabilities to think faster and more creatively about current competitive strategies and solutions.
* Deepen understanding of organizational dynamics to improve the design and implementation of new initiatives and avoid destructive conflicts.
* Build capabilities for leading cross-border teams across functions and countries.
* Develop knowledge in core areas of business, including finance, marketing, management, and strategy based on current research and best practice.
* Develop a global network of peers and experts

*Program Date: March 10-22, 2013, May 5-17, 2013, September 9-20, 2013*

*Program Tuition: $26,000 USD*

*Contact Name: Katrina S. Clark*

*Contact Number: 215-898-1776*

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# ECQ 4: Business Acumen

This core qualification involves the ability to manage human, financial, and information resources strategically.

## American University

The common ingredients in each of American University’s programs offer students the opportunity to acquire contemporary public management knowledge, values and skills; develop the personal leadership capacity needed to implement what they learn in their organizations; and transform themselves from good managers to extraordinary leaders.

### Key Senior Program Manager Certificate

<http://www.american.edu/spa/key/program_manager_certificate.cfm>

The Key Senior Program Manager Certificate prepares federal executives to lead complex acquisition programs. The six-course program helps students move from a project and functional staff role to a leadership position within the federal acquisition structure by increasing their substantive knowledge, confidence, and ability to lead.  
  
The Key Senior Program Manager Certificate program addresses all of the Federal Acquisition Institute’s senior program management Federal Acquisition Certification for Program and Project Managers (FAC-P/PM) competencies and aligned skills.  
  
American University and MCR, LLC, have partnered to develop the Key Senior Program Manager Certificate, the most integrated learning program available in acquisition management.  
  
The Key Senior Program Manager Certificate Program:

* + Focuses on the student. Program managers, especially at the senior level, need leadership skills to deliver more effective and efficient acquisition programs and services to the public.
  + Meets real standards. Successful completion of the six, four-day courses meets FAI’s FAC P/PM senior level requirements.
  + Offers leading faculty. The faculty members have been selected for their prominent reputations in public administration, executive education and adult learning and for their P/PM subject matter expertise and extensive leadership experience.
  + Is based on the cohort approach to learning. Classes are taken as a cohort, an integrated community of learners who take courses together in a supportive environment.
  + Offers a coaching option. In addition to the six-course program, students may select the option of two “360-degree evaluations” contributed to by colleagues, supervisors, and customers at the beginning and end of the program to measure progress in the Emotional Intelligence competencies of self-awareness, self-management, social awareness, and relationship management. This instrument is the only assessment tool that has been validated for measuring EI in federal managers.
  + Is based on the Key philosophy. In order to develop the skills necessary to succeed in the rapidly changing acquisition environment, the Key program is conducted in a safe and respectful environment where students practice leadership and acquisition management skills, increase leadership capacity through feedback, and learn about major acquisitions issues through real-life case scenarios.

***Dates:***For a full course schedule for Spring 2013-Fall 2013, [click here](http://www.american.edu/spa/key/program_manager_certificate.cfm).

***Location:***American University (Washington, DC)

***Cost*:** The price, which covers all six courses, including all course materials, is available on MOBIS:

|  |  |
| --- | --- |
| **GSA Pricelist** | |
| Participant | GSA Price with IFF |
| Each | $8,887 |
| Six executive coaching sessions, and two 360-degree evaluations, one at the beginning and one at the end of the program | $3,456 |

The coaching option is available for an additional $3,456, which includes six coaching sessions and two 360-degree assessments.

***Apply:*** To apply for the Spring 2013 program [click here](http://www.american.edu/spa/key/upload/SPMCP-Application.pdf).

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## Brookings Institution

### Maximizing Human Capital

<http://www.brookings.edu/about/execed/programs/humancapital/201205>

The federal government of the 21st century will face changes of unprecedented scale and scope; its ability to respond effectively will depend in large part on the quality and performance of the federal workforce. Government agencies and leaders must adopt a strategic approach to human capital management and prepare to plan for, recruit, and retain a diverse, high-quality workforce – one with the skills and attributes necessary to achieve the results the American public expects.

This program will help you think and act more strategically when it comes to developing your agency’s most vital resource: its people. You will learn how to create a performance management system that differentiates between high and low performance and determines how to measure and communicate performance objectives. In addition, the class will cover succession planning that develops workforce capabilities for meeting current and future challenges. Finally, it will cover the creation of Individual Development Plans and strategic methods for linking personal development goals with organizational strategy.

This program will help you:

* Link the organization’s mission and performance objectives to quantitative and qualitative human capital requirements for full-time employees and contract personnel
* Develop innovative recruiting plans to get and keep diverse, world-class talent
* Interpret human capital metrics, and develop and effective action plan to correct significant deficiencies
* Design effective leadership development strategies, including valid and rigorous analysis of these efforts

*Date:* March 12-13, 2013

*Location:* Brookings Institute (Washington DC)

*Cost:* $1,895

**For more information on this program or for additional dates please contact: (800) 925-5730**

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### Politics and Policymaking

<http://www.brookings.edu/about/execed/programs/politicsandpolicymaking>

Seldom has it been more necessary for career civil servants to fully appreciate the many implications the political environment has on their ability to meet ever increasing public demands. This program on the policymaking process is designed to give government executives and managers an in-depth knowledge of the procedures, practices and personalities engaged in governmental decision-making at its highest levels.

With a comprehensive understanding of the federal government and its procedures, you will be able to develop strategies to capitalize on the political environment and potentially reshape it. This class will explore how you can engage effectively in agenda setting and policy networks. The program will also better prepare you to monitor and analyze national and international social, political and economic trends. Your political savvy will be honed so you can ensure your organizational policies reflect the public interest and emerging concerns can be incorporated into programs.

This program will help you:

* Understand various drivers of change in the political environment
* Develop an awareness of current political trends, opportunities, and threats
* Learn how to translate congressional and other stakeholder mandates into effective strategies and achievable programs of action
* Develop the ability to identify and engage in policy networks to more effectively respond to changes in the political environment

*Dates:*  June 11-12, 2013; November 6-7, 2013

*Location:* Brookings Institution (Washington DC)

*Cost:* $1,895

**For more information on this program or for additional dates please contact: (800) 925-5730**

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### Digital Government

<http://www.brookings.edu/about/execed/programs/digitalgovt>

In the past, technology experts solely dealt with technology issues; agency heads rarely had to think beyond approving the information systems budget or explaining cost overruns and delays on major computer upgrades. In an era of rapid technological change and expanding capabilities, today’s government executives must be able to maintain a long-range view of how services and programs can be enhanced through technology. They must be able to take advantage of cost-effective technological advances to maximize the achievement of organizational objectives.

This class will help you ask the right questions of your technological experts; identify new opportunities to be more effective, efficient, accessible, and responsive via technology; and identify cultural, regulatory and other barriers that could prevent realizing the full benefits of new digital technologies (for example, social media, wireless technologies, and sensor and cloud computing). In addition, you will learn how to more fully integrate IT processes within your agency’s mission and manage the evaluation of results from all major investments in IT systems.

This program will help you:

* Understand how digital technologies work and how they are evolving
* Address the organizational and management issues related to adoption of digital tools and technologies
* Learn how digital technologies can improve the relationship between citizens and their government
* Optimize your agency’s investment in new and evolving technologies

*Date:* June 19-21, 2013

*Location:* Brookings Institution (Washington DC)

*Cost:* $1,895

**For more information on this program or for additional dates please contact: (800) 925-5730**

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### Finance for Non-Financial Managers

<http://www.brookings.edu/about/execed/programs/finance>

Government executives and managers operate in a complex financial environment. As custodians of public funds, executives must be prudent financial stewards and ensure the value of government operations to U.S. taxpayers. Accordingly, executives confront a variety of issues, including ensuring that funds are used consistently with their appropriations, developing a business case for outsourcing and other policy decisions, and developing performance and accountability reports.

This course introduces financial tools and frameworks for making decisions in the context of public organizations. It will help you identify resources and means to control, allocate, and prioritize funding for programs and organizational units. It also will assist you in utilizing cost-benefit analysis, ROI and other tools for prioritizing projects and maximizing the use of limited resources. You will gain confidence and competence to maintain the financial health of your organization.

This program will help you:

* Discover the linkage between financial information and program management
* Learn the intricacies of managing funds with respect to their appropriations requirement
* Understand financial processes and financial management tools
* Identify trends, and uncover resources to meet future budget needs

*Dates:* November 5-7, 2013

*Location:* Brookings Institution (Washington DC)

*Cost:* $2,695

**For more information on this program or for additional dates please contact: (800) 925-5730**

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## Colorado State University

### Short Courses in Financial Management

<http://www.biz.colostate.edu/PDBR/PEDP/Pages/shortCourses.aspx>

* Fundamentals of Financial Management for Professionals:  This workshop explains the time value of money applications and financial statement analysis for professionals.  (One 4 hour session)
* Capital Budgeting Techniques:  An examination of project analysis for decision making that includes net present value, internal rate of return, and modified internal rate of return.  (One 4 hour session for individuals who have taken Fundamentals of Financial Management)
* Real Options:  A class designed for individuals with a background in capital budgeting that covers real option terminology, valuation techniques, and application to decision making.  (One 4 hour session)
* Securities Valuation:  An exploration of the basics of stock and bond evaluation for individuals who have had a class in the fundamentals of financial management.  (One 4 hour session)
* Portfolio Management:  The workshop focuses upon the principles of diversification and asset allocation.  (One 4 hour session for individuals who have taken a class in securities valuation)
* Options and Futures:  A class on the operation of the options and future markets, the valuation of derivative securities, and hedging applications for business and securities investors.  (One 4 hour session for individuals who have had a class or background in securities valuation)

**For more information on these courses please contact: (970) 491-6265** [**jim.francis@business.colostate.edu**](mailto:jim.francis@business.colostate.edu)

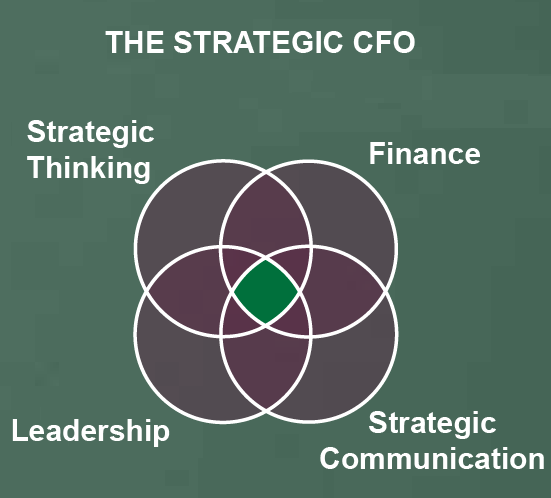
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## Dartmouth College

### The Strategic Financial Leadership (SFLP) Program

*Where Finance Meets Strategy*

The [Strategic Financial Leadership Program (SFLP)](http://exec.tuck.dartmouth.edu/programs/open-programs/strategic-financial-leadership-program) provides executives with the tools to link strategy, leadership, and financial decision-making to long-term value creation. SFLP is designed specifically for senior financial executives and their high potential financial staff who are increasingly involved in developing, communicating and leading strategy.



Program Topics include:

* The Role of Financial Leadership
* Recasting Financial Statements for Value Creation
* Developing a Strategic Mindset
* Strategic Challenges in Top Management Teams
* Strategic Decision Making
* Why Smart Executives Fail
* Understanding Situational Leadership/Broadening Leadership Styles
* Leadership and Change
* Influence without Authority
* Communicating Strategically
* Connecting Strategy to Constituents
* Using Corporate Communications to Enhance Reputation
* Leadership and Personal Responsibility
* Leading in a Crisis
* Assessing and Managing Risk
* Measuring Strategic Performance
* Preprogram Leadership Assessment and Peer Coaching

SFLP is an opportunity to step outside your organization, a time to reflect in an unparalleled, distraction-free learning environment in a region of spectacular natural beauty.

**Participant Profile:** senior financial executives and their high potential financial staff

**2013 Session Dates:** May 12-17, 2013

**Location:** Tuck School of Business on the Dartmouth College campus in Hanover, New Hampshire

**Program Fee:** $11,000 (includes tuition, all program materials, leadership assessments, most meals and accommodations on the Dartmouth College campus).

**Application:** [Click here to access the SFLP application](http://exec.tuck.dartmouth.edu/programs/open-programs/strategic-financial-leadership-program/apply-now)

**Web Address:** <http://exec.tuck.dartmouth.edu/programs/open-programs/strategic-financial-leadership-program>

**Contact:** Valerie Davio (603) 646-2839

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## Duke University

### Finance for Non-Financial Managers (Dubai)

**Learn more or apply today:** [www.ee.fuqua.duke.edu](http://www.ee.fuqua.duke.edu)

**Everyone Should Know the Basics of Business**

Finance for Non-Financial Managers is a unique program for those who work on teams that analyze financial data and general managers who evaluate data for operations and performance management. During the 3-day intensive course you will learn to better evaluate budgets, understand profit and loss statements, and analyze capital investment decisions.

**Format**

The program combines short lectures, hands-on activities, and cases taken from a variety of industries, including those specific to the Middle East, such as oil and gas and real estate. You’ll work on small teams with other business professionals to practice new skills in a supportive educational environment.

**Outcome**

Finance for Non-Financial Managers is taught by U.S.-based Professor Peter Wilson. His course provides a strong foundation in financial analysis to help you:

* + Understand ratios and pricing analysis for financial reporting and control then study organizational incentives and optimization, performance management, and value creation.
  + Increase your ability to read, interpret, and use accounting and financial information in your daily business
  + Gain confidence in preparing and analyzing budgets to better manage scarce resources in your company
  + Explain "best practices" used by managers to create alignment around necessary key strategies to make your business successful

*Program Dates:* February 17-19, 2013 *Program Length:* 3 days

*Location:* Dubai, UAE

*Program Tuition:* $4,300 USD (general registration)

*Application Deadline:* **Register by January 17th** and pay $3,900 USD (earlyregistration) *Contact Number:* Duke Executive Education

Mideast@fuqua.duke.edu

+ 9714.401.9306

+1 800.372.3932

DIFC - Centre of Excellence

Gate Village | Building 2, Level 3

PO Box 74777 | Dubai, UAE

Tel: +9714.401.9306 | Web: http://www.fuqua.duke.edu

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## Emory University

### Finance for the Nonfinancial Manager

<http://goizueta.emory.edu/executiveprograms/open_enrollment_programs/dates_fees.html>

*Finance for the Nonfinancial Manager* is a two-day course that helps participants learn basic financial principles and apply them in a real-world context. The first day is devoted to understanding financial statements and analysis; the second day focuses on the links between strategy and finance. This experiential program relies upon the use of Microsoft Excel; participants are assumed to have a working knowledge of this software.

**Learning Objectives**: After completing *Finance for the Nonfinancial Manager*, you will have the ability to

* Understand the language associated with finance
* Read and Assess financial statements
* Understand basic financial terms and analysis techniques
* Recognize the link between organizational strategy and financial objectives
* Use "the numbers" to your best advantage to make more informed decisions

*Dates:* April 2-3, 2013; August 19-20, 2013

*Fees:* $1,995

*Phone*: 404.727.2200  
*Website*: [www.EmoryExecEd.com](http://www.emoryexeced.com/)  
*Email*: [ExecutiveEducation@emory.edu](mailto:ExecutiveEducation@emory.edu)

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### Management Development Program

<http://goizueta.emory.edu/executiveprograms/open_enrollment_programs/dates_fees.html>

As organizations grow and change with the times, so must managers and leaders.  The *Management Development Program* develops individuals to lead within the complex enterprise. This program broadens perspective, focusing on the interplay between business functions, and it provides participants with a well-rounded set of tactical skills that are immediately applicable to their jobs.

**Program Overview:** This focused and intensive program covers crucial business management skills including:

* Strategy and Competitive Advantage
* Operations Strategy and Execution
* Marketing
* Human Capital Management

The *Management Development Program* concludes with the Capstone Simulation, a rigorous and engaging team-based business simulation that merges all of the topics covered through the week, emphasizes strategic thinking, and the impact of decisions across the organization.

*Dates:* June 10-14, 2013

*Fees:* $5,995

*Phone*: 404.727.2200  
*Website*: [www.EmoryExecEd.com](http://www.emoryexeced.com/)  
*Email*: [ExecutiveEducation@emory.edu](mailto:ExecutiveEducation@emory.edu)

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## Georgetown University

**McDonough School of Business**

### Demystifying Finance – Balance Sheet Basics for Non-Financial Managers

<http://georgetownmeansbusiness.com/openenroll/program/demystifying-finance>

All executives and managers today need to have a basic grounding in finance. As the recent financial crisis underscored, financial decisions, reporting, and results can affect an entire organization and its condition, performance, people, and future. The program will give non-financial managers a crash course – or refresher – in the basics of finance, accounting, budgeting, and financial analysis.

Harnessing Georgetown’s unique global perspective and academic resources, the coursework looks at financial practices, policies, regulations, and trends in the United States and internationally. This approach recognizes that global lines are blurring and that companies and organizations take a broad view of their market and missions. Emphasizing real-world, practical steps, the program allows participants to apply what they learn immediately and effectively within their organizations.

*Program Dates: May 21-23, 2013  
Location: Georgetown University campus  
Program Tuition: $4,250 USD*

*Contact Number: 202.687.4065*

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### Innovating Sales – Strategic Management and Leadership Development

[*http://georgetownmeansbusiness.com/openenroll/program/innovating-sales-strategic-management-and-leadership-development*](http://georgetownmeansbusiness.com/openenroll/program/innovating-sales-strategic-management-and-leadership-development)

In today’s competitive market, the ability to help your sales organization evolve to address the rapidly changing buying environment will separate the winners from the losers. The shift to insight-driven selling has implications for the entire sales organization, from individual reps to managers, all the way up to chief sales officer.

Corporate Executive Board (CEB) and Georgetown McDonough Executive Education have joined forces to deliver a powerful and dynamic four-day executive course in successful sales strategy and leadership.

The program begins by presenting a critical framework for assessing your sales force and developing winning initiatives for performance enhancement. Over the course of four days, you will explore relevant issues and create solutions in terms the customer will be able to understand and implement.

*Program Dates: TBD  
Location: Georgetown University campus  
Program Tuition: $5,800*

*Contact Number: 202.687.4065*

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### Brand Advantage – Standout Marketing in a Saturated Market

<http://georgetownmeansbusiness.com/openenroll/program/brand-advantage>

Marketing expertise is not just for marketing experts. Every executive and manger involved in advancing an idea, product, service, process, or policy before it goes to market needs a basic understanding of the target market, the competition, the customer, and the client. Professionals of all disciplines who understand marketing essentials can instill the rigor and discipline of “what works” into their organization’s processes and decision-making, engage more effectively with marketing experts, mitigate market risk, and ensure the return on investment and capital their organizations are seeking.

The program will address effective marketing and the importance of market segmentation today, examining how to analyze competitors and compel customers, and how to understand customer differences and needs. Participants will learn about the significance of “branding,” “positioning,” and the price/value equation and they will study the growing role of creating and keeping customer loyalty.

*Program Dates: TBD  
Location: Georgetown University campus  
Program Tuition: $4,250 USD*

*Contact Number: 202.687.4065*

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## Georgia State University

### Certificate Program in Finance and Accounting

<http://execed.robinson.gsu.edu/Pages/certificate_programs/finance_strategy_sales/finance_accounting.aspx>

The ability to understand the financial implications of business decisions is essential for both individual and organizational success. This program gives a comprehensive overview of the financial and accounting concepts that every manager and executive needs to know in order to make better business decisions and advance your career. Attend this fast-paced and highly-interactive program and you will dramatically improve your financial knowledge and skills. You will learn how to apply financial concepts to enhance strategies while at the same time enhancing your value to the organization.

It is taught by award-winning GSU professors who make learning finance and accounting easy and fun. This program requires little or no previous experience in the fields of accounting and finance. It is designed for non-financial and non-accounting professionals who want to better understand the “language of business” and better communicate with financial professionals within their organization.

If you want to improve your decision-making skills, while at the same time advancing your career, then this program is designed for you.

This program gives a comprehensive overview of the financial and accounting concepts that every manager and executive needs to know in order to make better business decisions. The program’s major content areas include:

**Topic One:** Finance and Accounting Concepts, Economic Context and GAAP Influence  
**Topic Two:** Dimensions of Analysis, Interpretation of Financial Statements  
**Topic Three:** Time Value of Money, Risk and Return Relationships  
**Topic Four:** Debt and Equity Instruments, Utilization, Innovation, and Valuation  
**Topic Five:** Managerial Accounting and Performance Measurement Best Practices

*Dates:* March 18-22, 2013; October 8-11, 2013

*Location:* Atlanta, Georgia

*Program Tuition:* $2,950 per person for non-profits

*Contact Information:* 404.413.4707 or [dstotz@gsu.edu](mailto:dstotz@gsu.edu)

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## The Graduate School (DC)

### Executive Survival Skills

<http://www.graduateschool.edu/course_details.php?cid=EXEC9911L>

Address the theoretical and practical leadership aspects essential for survival in today's changing environment. Examine how the leader’s attitude, values and beliefs influence organizational performance. Analyze your critical thinking / decision making processes and apply strategies to improve them. Learn to be resilient, overcome setbacks and avoid career derailment in the rapidly changing, high-pressure environment of executive leadership.

Learning Outcomes:

* Balance competing demands from superiors and those you supervise
* Systematically analyze organizational problems
* Strategically plan agency and organizational change initiatives
* Apply effective leadership styles
* Assess the learning capacity of your organization

*Date*: March 4-6, 2013, June 3-5, 2013 and September 3-5, 2013

*Location*: Washington, DC (USDA)

*Cost:*$1,595

**Contact Number: 202-314-3300 or toll free 888-744-GRAD (888-744-4723)**

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## Illinois Institute of Technology

### Project Management for IT Professionals

<http://www.iit.edu/cpd/professional_learning/information_technology_cert/IT-M471.shtml>

Basic principles of project management are taught with a particular focus on project planning for information technology hardware, software and networking project implementation. Management of application development and major Web development projects will also be addressed.

Participants will learn to describe the current state and best practices of information technology project management using appropriate terminology, analyze project management decisions in terms of technical, cost-benefit and human resource considerations and assess the risk exposure of an IT project and develop plans for mitigating and managing risks. Participants will learn to develop mechanisms for capturing and reporting objective measures of project progress and apply frameworks for effective planning and decision making regarding IT project management. Participants will learn to describe the human resource, financial, and technical responsibilities of an IT project manager, including the unique challenges associated with outsourcing, off-shoring, and globalization, discuss the impact of quality management and process maturity on IT project management, and discuss the role of portfolio management in realizing corporate strategic vision.

*Program Dates:* January 14 – May 4, 2013 (Summer and Fall offerings in 2013 also) *Application Deadline:* January 10, 2013 *Course Tuition:* $2,450 USD

*Location:* IIT Main Campus, Chicago and ONLINE

*Contact Number:* 312.567.5280

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## Loyola University Chicago

### Business Intelligence and Data Warehousing Certificate

<http://www.luc.edu/exec-ed/cert_datawarehousing.shtml>

The class will show you how to best capitalize on the use of the Data Warehouse from novice introduction to rapid development. It’s designed with a proven framework and formula for success. The program allows team members of all levels of IS experience to quickly advance in their knowledge and application of the course content. It’s the fastest path from discovery to expertise in BI& DW to advance the company’s broader, cross-functional needs.  
  
This week-long certificate program offers a comprehensive overview of Data Warehousing and Business Intelligence (DW & BI). The course framework successfully bridges business and IT areas. This course examines how data warehouses are used to successfully gather, structure, analyze, understand, and act on information stored within corporate data repositories. Emphasis will be placed both on design issues relating to Data Warehouses and on Business Intelligence techniques for extracting meaningful information. Strong focus on modeling ensures that every program participant acquires a deep and enduring understanding of the mission, nature, and components of the DW & BI projects and initiatives. Various cutting-edge tools and methods will be used to demonstrate the design, implementation, utilization, and value of Data Warehouses and BI applications.  
  
Following the course, the participant will walk away with a greater sense of empowerment and knowledge as how he/she can best capitalize on the use of DW & BI and leverage the learning in order to create business value for the organization.

*Dates*: TBD

*Location*: Loyola Water Tower campus

*Fee*: $2,500

**Contact Number: 312-915-6761**

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## Michigan State University

### Cost Management for Non-Financial Managers

[**https://edp.broad.msu.edu/events/12**](https://edp.broad.msu.edu/events/12)

This one-day program is designed to provide participants with hands-on experience in how to use cost management to achieve superior profit performance. Through the use of lectures, analysis of real-world cases, and exercises the participants will be introduced to and gain an understanding of how costs are managed throughout the value chain. Topics will focus on the use of cost information and cost management practices in product development, in the selection and management of suppliers, to facilitate process design, and in the delivery of products and services to end customers.

After attending this program, participants will be better equipped to:

* Identify likely sources of distortion in cost information throughout the value chain
* Apply Activity-Based Costing techniques to mitigate distortions in cost information and improve decision making
* Understand how to account for excess capacity costs
* Understand how target costing can be used to develop a product with a competitive cost structure
* Identify cost implications of operational and investment decisions
* Understand concepts of cost of ownership and supplier performance measurement

This program is designed for mid-level managers who work with cost information and need to better understand and interpret that information will benefit from attending this program. Non-financial and financial managers from any functional area and industry will find this program highly beneficial.

*Dates:* TBD

*Location:* Management Education Center, Troy, Michigan or the James B. Henry Center for Executive

Development, Lansing, Michigan

*Cost:* $995.00 – full tuition (includes materials, meals and certificate of completion)

**Contact Number**: 517.353.9711 x71005

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### Finance for the Non-Financial Manager

<https://edp.broad.msu.edu/events/15>

This one-day program is designed to provide participants with hands-on experience in how to use and interpret financial data. Through the use of lectures and exercises the participants will be introduced to and gain an understanding of standard techniques of practical financial management. These techniques are then used in a case setting to identify issues and factors to help improve decision-making.

In this program, participants will:

* Understand financial reports
* Interpret data from financial documents
* Understand sources and uses of capital
* Appreciate the difference between cash flow and profitability
* Make better business decisions based on financial planning and analysis
* See the “big picture” of your organization
* Grasp why decisions are made by the CFO and CEO

This program is designed for junior to mid-level managers that work with financial information and need to better understand and interpret financial documents. Non-financial managers from any functional area and all industries will find this program highly beneficial to improving their overall ability to read and interpret financial data. No prior knowledge of finance or accounting needed.

*Dates:* February 21, 2013

*Location:* The James B. Henry Center for Executive Development, Lansing, Michigan

*Cost:* $995.00 – full tuition (includes materials, meals and certificate of completion)

**Contact Number**: 517.353.9711 x71005

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### Financial Management for Executives: Driving Value

[**https://edp.broad.msu.edu/events/44**](https://edp.broad.msu.edu/events/44)

This two-day program is designed to provide participants a rich understanding of how corporate strategies are linked to the firm's financial value.  Through the use of lectures and case analysis, we will address issues on how to determine the key drivers of value to an enterprise.  We will also investigate the valuation implications of forecasting, risk management, financing choices and growth strategies.  Valuation and performance measurements will be extensively covered.

After attending this program, participants will have learned how to:

* Appreciate why managing for value matters
* Manage financial expectations
* Recognize how to manage value
* Understand value-based strategies
* Identify and manage key value drivers
* Make financial decisions that drive value straight to your organization's bottom line
* Determine the best capital investment opportunities for your organization
* Establish sustainable growth strategies for your organization

This program is designed for executives involved in or responsible for strategic decisions for their firm and the financial impact of those decisions.  CEOs, CFOs, COOs, division and business unit heads, and executives responsible for the areas of finance, strategy and business development are encouraged to attend.

*Dates:* March 21-22, 2013

*Location:* The James B. Henry Center for Executive Development, Lansing, Michigan

*Cost:* $1,995.00 – full tuition (includes materials, meals and certificate of completion)

**Contact Number:** 517.353.9711 x71005

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### Pricing Strategies and Tactics

[**https://edp.broad.msu.edu/events/27**](https://edp.broad.msu.edu/events/27)

Studies have shown that pricing is the most critical profit driver in today’s competitive business environment. Yet few firms think systematically about their pricing strategies or acquire the confidence to leverage their pricing strategies to capture maximum value. Value-Added Pricing is a powerful systematic method and framework to increase profitability by identifying and communicating the compelling reasons customers should possess high levels of satisfaction and loyalty.

After attending this program, participants will be better equipped to:

* Implement concepts, techniques and tools to generate profitable, loyal customers
* Determine when to compete on price and when not to
* Identify the appropriate prices for the value-added your organization provides, relative to customer needs and the competitive market price

This program is designed for managers and executives responsible for designing, evaluating, and implementing pricing strategies. It is especially valuable for directors of marketing, finance, sales, and for managing directors and presidents of smaller companies, who are introducing new products, facing significant price competition, or failing to achieve prices that reflect the value they deliver.

*Dates:* TBD

*Location:*The James B. Henry Center for Executive Development, Lansing, Michigan

*Cost:* $1,995.00 – full tuition (includes materials, meals and certificate of completion)

**Contact Number:** 517.353.9711 x71005

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## MIT Sloan Business School

### Big Data: Making Complex Things Simpler

<http://executive.mit.edu/openenrollment/program/big_data_making_complex_things_simpler/49>

Today, businesses can measure their activities and customer relationships with unprecedented precision. As a result, they are awash with data. This is particularly evident in the digital economy, where clickstream data give precisely targeted and real-time insights into consumer behavior, but leading edge companies in every industry are using big data to replace intuition and guesswork.

This new executive program prepares you to understand and lead this revolution in your   
organizations by:

* Collecting many different forms of information gathered from inside and outside your organization
* Developing new knowledge from that information, for example, discovering patterns of customer behavior
* Using this information in a collaborative way to improve both productivity and strategic   
  decision making in real time
* Collectively, the practices taught in this program constitute a new kind of "R&D" that draws on the strengths of digitization to speed innovation, increase customer loyalty, and improve execution.

Through examples, case studies, and discussion in buzz groups, participants will learn how   
organizations are using big data effectively in fields as diverse as marketing, retailing, branches of government and healthcare. The program will encourage participants to apply these concepts in the context of their own organizations—including defining problems that could benefit from the application of big data concepts, brainstorming sources of data, and designing experiments to collect and analyze data in ways that are acceptable to customers—to create new value.

***Dates:*** Apr 02-03, 2013| Oct 15-16, 2013

***Certificate Track:*** [Management and Leadership](http://executive.mit.edu/executivecertificates/management)

***Location:*** Cambridge, Massachusetts

***Tuition:*** $2,900 (excluding accommodations)

*E-mail:*[sloanexeced@mit.edu](mailto:sloanexeced@mit.edu)

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### Developing and Managing a Successful Technology and Product Strategy

<http://executive.mit.edu/openenrollment/program/developing_and_managing_a_successful_technology_and_product_strategy/11>

A great idea does not guarantee great profits. If a company's R&D dollars are going to pay off in profitable products and technologies, it needs a strategy that not only makes markets, but also beats the competition. This program will present a depth of challenges that extend from R&D to manufacturing, engineering, project management, and new ventures, and provide an innovative and powerful approach to developing technologies and products that people want to buy. The program material will also explore ways to link those technologies and products with a company's business strategy.

Drawn from MIT Sloan School's top-ranked MBA curriculum, this groundbreaking program will provide a framework for understanding how technologies and markets evolve; how they are linked; how technologies differ across markets; and how new technologies get accepted. This program will enable participants to:

* Identify profitable projects for their research dollars and find out how to capture the value of those projects
* Build technical capabilities for products that create value for their customers
* Restructure their organizations to respond to market and technical dynamics
* Implement their strategies for maximum benefit

***Dates:*** Mar 12-13, 2013| Jun 11-12, 2013| Oct 23-24, 2013

***Location:*** Cambridge, Massachusetts

***Costs:*** $2,900 (excluding accommodations)

*E-mail:*[sloanexeced@mit.edu](mailto:sloanexeced@mit.edu)

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### ****Entrepreneurship Development Program****

<http://executive.mit.edu/openenrollment/program/entrepreneurship_development_program/15>

This program leverages MIT's culture of high-tech entrepreneurship to help entrepreneurs, corporate venturing executives, and others involved in entrepreneurial environments learn what they need to develop ideas into successful businesses, and how to increase entrepreneurial opportunities in their corporations, institutions, and regions. The material will introduce participants to MIT's technology transfer system, entrepreneurial educational programs, and entrepreneurial network.  
  
Through lectures by senior MIT faculty, visits to high-tech startups, and live case studies with successful entrepreneurs, participants will be exposed to the content, context, and contacts that enable entrepreneurs to design and launch successful new ventures based on innovative technologies. Specially designed team projects give participants hands-on, practical experience developing a business plan, while networking events bring participants together with members of MIT’s entrepreneurial community.

***Dates:*** Jan 27-Feb 01, 2013

***Location:*** MIT Campus, Cambridge, Massachusetts

***Costs:*** $9,700 (price excludes accommodations)

*E-mail:*[sloanexeced@mit.edu](mailto:sloanexeced@mit.edu)

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### Essential IT for Non-IT Executives

<http://executive.mit.edu/openenrollment/program/essential_it_for_non-it_executives/34>

The goal of this program is to help organizations build a stratum of management where people from various backgrounds and areas of expertise can work together efficiently and productively by understanding and appreciating each other's contribution to the overall success of the organization. The program is not meant to make an IT specialist out of every manager, but to make every manager confident in resolving IT issues and working with IT staff to make better decisions and to deliver better process change. Ultimately, this program is about ways to design work processes that propel the company toward future success.

Key areas of discussion will include:

* **Governance:** Effective IT management requires active involvement from both business and IT managers. A firm understanding of roles and responsibilities for specific decisions will help minimize potential areas of conflict.
* **Discipline:** IT cannot be everything to everybody. It is essential to set realistic goals and to manage everyone's expectations throughout any IT-related initiative. Discipline is essential in getting business value from IT.
* **Organizational Architecture:** A well-managed, standardized platform is the foundation of IT effectiveness, risk management, and agility.
* **Transparency:** Transparency is key to better decision-making and business value from IT. Managers should identify specific issues a company needs to solve through IT, define and follow assigned milestones, and keep close track of success metrics.
* **People and Culture:** IT is more than just a technology challenge. Don’t forget the people and culture. Simply understanding the vocabulary and knowing how and whom to ask IT-related questions can help non-IT managers make great strides toward organizational change.

***Dates:*** Mar 26-27, 2013| Nov 14-15, 2013

***Location:*** Cambridge, Massachusetts

***Costs:*** $2,900 (excluding accommodations)

*E-mail:*[sloanexeced@mit.edu](mailto:sloanexeced@mit.edu)

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### Managing Complex Product Development Projects

<http://executive.mit.edu/openenrollment/program/managing_complex_technical_projects/23#/overview>

Managing complex technical projects is a massive integration effort at many levels. Product and production plans must be integrated into components, components into subsystems, subsystems into systems and systems into quality products.

Traditional project management does not provide the kind of detail required today to both accelerate product and service development and improve product and service quality in the 21st century. Managing Complex Technical Projects presents a revolutionary design structure matrix (DSM) that MIT researchers use to determine which tasks within each phase of a complex project should or should not be performed concurrently. The DSM method is already applied in a number of corporations.

MIT researchers developed the DSM modeling approach to learn how to solve problems facing large-scale projects. After field-testing DSM in dozens of organizations and industries around the world, they found that it successfully streamlined the development of a wide array of projects including:

* complex automotive components systems and subsystems
* aerospace configuration design
* concept development and program roll-out
* electronics and semi-conductor development
* equipment and machine tool development
* plant engineering
* construction projects
* complicated service development and delivery projects

Through lectures, exercises, interactive discussions, and teamwork, participants in the program learn how to use DSM to map complex and often highly-technical procedures into simple arrays. Most important, they learn how to solve five key problems that confound complex project management: iteration, overlapping tasks, architecture, decomposition and integration.

In Managing Complex Technical Projects, participants learn to:

* better document existing procedures
* reduce complexity
* share data with confidence
* facilitate project flow
* expose constraints and conflicts
* design iteration strategically

***Dates*:** Jun 05-06, 2013| Nov 05-06, 2013

***Certificate Track*:** [Technology, Operations, and Value Chain Management](http://executive.mit.edu/executivecertificates/technology)

***Location*:** Cambridge, Massachusetts

***Tuition*:** $2,900 (excluding accommodations)

***Program Days* (for certificate credit):** 2

*E-mail*: [sloanexeced@mit.edu](mailto:sloanexeced@mit.edu)

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### Supply Chain Strategy and Management

<http://executive.mit.edu/openenrollment/program/supply_chain_strategy_and_management/31>

This practice-oriented program investigates a new MIT framework for better managing supply chains in today's rapidly changing markets. Participants will explore:

- How to better structure a company's supply-chain strategy

- Guidelines for making strategic sourcing and make-buy decisions

- How to integrate e-business thinking into supply chain strategy and management

- "Clockspeed benchmarking,” a tool for deriving critical business insights and management lessons from industries with the highest obsolescence rates of products, process technologies, and organizational structures (industrial "fruit flies")

- Why all advantages in fast clockspeed environments are temporary

In the past, supply chain practice has been primarily tactical, but this program presents a new and innovative approach to supply chain design, which will enable program participants to better understand:

- The role of supply chain design in business strategy and why, if not linked, your supply chain design can undo a company's entire business strategy

- Forces that influence supply chain structure—how supply chain structures change; how supply chain structures and industry structures overlap; and how these structures are affected by the speed of change in a given industry

- Integrating supply chain design with product and process development

- Connecting supply chain design with supply chain management and logistics

- Supply chains in the age of e-business

***Dates:*** Apr 18-19, 2013| Jun 20-21, 2013| Nov 07-08, 2013

***Certificate Track:*** [Technology, Operations, and Value Chain Management](http://executive.mit.edu/executivecertificates/technology)

***Location:*** Cambridge, Massachusetts

***Tuition:*** $2,900 (excluding accommodations)

*E-mail:*[sloanexeced@mit.edu](mailto:sloanexeced@mit.edu)

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### Understanding Global Markets: Macroeconomics for Executives

<http://executive.mit.edu/openenrollment/program/understanding_global_markets_macroeconomics_for_executives/37>

This program will introduce participants to some of the most important concepts in macroeconomics and international economics today. The material will be offered in four sections that form a comprehensive economist's viewpoint: the role that central banks play in the global economy; the forces that drive financial sectors and financial crises; how and why countries trade, and why trade is a source of conflict; and lastly, the considerations that should be part of all international business decisions.

The program is designed to help executives understand and predict the medium-to long-run performance of economies in order to mitigate risk, develop growth plans, and make investment decisions, both locally and abroad. Participants will leave the program with a better understanding of the global economic environment, and learn to recognize the effects of the economy on their companies, so that their business decisions may be informed and appropriate. The tools and frameworks presented in this program will enable participants to:

- Understand the nature and behavior of financial crises

- Learn to interpret financial indicators

- Recognize economic trends

- Predict likely actions of central banks and governments

- Make informed off-shoring decisions

- Be successful in international investments

***Dates:*** Mar 19-20, 2013| Jun 03-04, 2013| Oct 21-22, 2013

***Certificate Track:*** [Strategy and Innovation](http://executive.mit.edu/executivecertificates/strategy)

***Location:*** Cambridge, Massachusetts

***Costs:*** $2,900 (excluding accommodations)

*E-mail:*[sloanexeced@mit.edu](mailto:sloanexeced@mit.edu)

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### Strategic Cost Analysis for Managers

<http://executive.mit.edu/openenrollment/program/strategic_cost_analysis_for_managers/39>

This program is about how to analyze projects from a cost-accounting perspective. It will offer a unique opportunity for program and project managers to learn cost accounting-based project management practices and strategies for making smart project choices which justify outcomes and create value. Program material is drawn from our popular and highly-rated MBA courses on financial and managerial accounting and shows how managers can leverage cost analysis to better influence the outcomes of product development and project management.

The program will offer a series of interactive lectures, cases, and small group exercises that will help participants better understand:

* The language and mechanics of the accounting that goes on in complex organizations
* How to identify good results even though the accounting numbers look bad, and bad results when the accounting numbers look good
* Cost allocations, absorption costing, and transfer pricing, and their effect on reported performance
* Company’s internal metrics for evaluating management

***Dates*:** Dec 11-12, 2012| Apr 04-05, 2013| Jun 27-28, 2013| Nov 19-20, 2013

***Certificate Track*:** [Technology, Operations, and Value Chain Management](http://executive.mit.edu/executivecertificates/technology)

***Location*:** Cambridge, Massachusetts

***Tuition*:** $2,900 (excluding accommodations)

***Program Days* (for certificate credit):** 2

*E-mail*: [sloanexeced@mit.edu](mailto:sloanexeced@mit.edu)

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### Systematic Innovation of Products, Processes, and Services

<http://executive.mit.edu/openenrollment/program/systematic_innovation_of_products_processes_and_services/26>

This five-day program blends the perspectives of marketing, design, and engineering into a systematic approach to delivering innovation, presenting methods that can be put into immediate practice for your own development projects.

The goal of this program is to help participants become systematic about innovation in order to create value for their businesses and their customers. To achieve this goal, participants discuss the complete product or service life cycle, from business strategy and technology roadmapping, to customer and market analysis, to implementation and pricing.

The program will address how to lead innovation processes in today’s globally connected market and how to build a business process which creates lasting value.

Systematic Innovation in Products, Processes, and Services shares MIT Sloan professors’ world-renowned research on each of the focused subject areas, including:

* Technology  strategy
* Design thinking skills
* Customer needs analysis
* Systematic creativity methods
* Market and pricing strategy
* Design for environmental sustainability
* Design of services
* Capturing value from innovation
* Development process design
* Product and service leadership
* R&D organization and teams
* Managing complex technical projects
* Staged vs. spiral development
* The future of design process and culture

Participants will have an opportunity to discuss these frameworks and apply them to their own personal responsibilities and experiences. The concepts and frameworks covered in this program will enable participants to understand:

* Why the process of innovation can be systematic – structured, reliable, and repeatable
* When it makes sense for entrepreneurial firms to compete directly with established firms
* How to evaluate market opportunities and identify customer needs in a systematic way
* What actions you must take to capture some of the value you create with new products and services
* How to structure an effective concept development process
* How design iterations, project milestones, and reviews can be used to manage  a staged or spiral process
* How products and processes can be designed for environmental sustainability
* How design of services differs from new product development
* What is the impact of Generation Y employees on the creative process

***Dates*:** Nov 11-15, 2013

***Certificate Track*:** [Technology, Operations, and Value Chain Management](http://executive.mit.edu/executivecertificates/technology)

***Location*:** MIT Campus, Cambridge, Massachusetts

**Tuition:** $7,950 (excluding accommodations)

***Program Days* (for certificate credit):** 5

*E-mail*: [sloanexeced@mit.edu](mailto:sloanexeced@mit.edu)

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## New York University

### Finance and Accounting for Non-Finance Executives

<http://www.stern.nyu.edu/executive-education-open-enrollment/search/program/105/Finance-and--Accounting-for-Non-Finance-Executives>

This program prepares executives with a general understanding of accounting and financial principles as they relate to organizations' operations and decision-making processes. It also prepares financial analysts and investors with a general understanding of the valuation content and limitations of financial statement information. Starting with a review of financial data in a company's annual report and accounting statements, participants will gain a well-rounded understanding of how basic accounting information may be used in communicating with financial managers, as well as to assess a firm's future prospects and value. The remaining time will be spent covering finance principles relevant to leaders whose primary job responsibilities are outside of the finance function with implications for project decisions, corporate structure and performance measurement. This will involve examining how project choice maps to various financial metrics and highlighting common pitfalls in this process, such as recent psychological biases described in the field of Behavioral Finance.

The format of this three-day program includes a combination of: lecture on basic but important finance and accounting principles; interactive discussion of actual financial statements and policy decisions in a range of situations including the current financial environment; and group analysis of cases involving relevant, real world financial issues.

Program Benefits: During this program participants will

* **Analyze**a firm's annual reports and statements to interpret the data for use in the organization and to assess a firm's future prospects and value
* **Learn**how to communicate more effectively with finance colleagues
* **Develop** an understanding of the foundational elements of finance, including valuation metrics for project choice, and the driving forces behind corporate finance decisions and results - namely incentives, information, and psychology
* **Evaluate** concerns related to the acquisition/investment decisions of the organization and their funding
* **Apply**the principles of accounting and finance to shed light on various business events - ranging from the general aspects and implications of financial crises and trends to participant-specific issues such as performance measurement, compensation and project choice.

*Program Dates:* February 6 - 8, 2013, October 16 - 18, 2013 *Program Tuition:* $4,200

*Contact Number:* (212) 998 - 0789

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### Global Finance and Strategy for Senior Executives

<http://www.stern.nyu.edu/executive-education-open-enrollment/search/program/108/Global-Finance-and-Strategy-for-Senior-Executives>

The challenges of leading a global organization have never been more complex and fast-changing. Specifically, decision making at a global enterprise requires a level of financial understanding and strategic thinking that go beyond what senior executives can learn on the job. NYU Stern School of Business and IESE Business School have created a senior-level, international program to develop the business acumen in finance and strategy that leaders of global organizations need to create sustainable success across borders.   
  
**Global Finance and Strategy for Senior Executives** centers on modules held on three diverse global locations – in Barcelona (at IESE Business School); New York City (at NYU Stern School of Business) and Shanghai. This multi-modular format gives C-suite and senior executive participants an unparalleled global learning experience, as well as the opportunity to network with peers from around the globe. Essential areas covered during the program include strategy execution, globalization and financial markets and strategic leadership. Participants will gain insights on specific topics such as negotiation, reputational risk, governing modern corporations and [credit risk](http://www.stern.nyu.edu/), as well as M&A and cross-border transactions. Participants will also see globalization in action during an eye-opening, immersive experience in China.

**Program Benefits**

Business today is increasingly complex and performed on a global stage. The financial performance of a country in another region of the world can affect strategic decisions for business done at home. Successful executives understand the interplay between financial and strategic decisions and how those decisions may have different outcomes in different parts of the world. The goal of this program is to equip you with the latest knowledge and skills in finance and strategy to make the best decisions for your organizations, while helping you build a trusted network of global peers.

**Expand Knowledge**  
This program is designed for high-level managers who seek to expand their knowledge of global financial markets and gain new tools and techniques for better decision making. You will have the chance to step back from daily responsibilities and broaden your understanding of global market dynamics.   
  
**Immediate**[**Application**](http://www.stern.nyu.edu/)  
You will develop practical skills and tools, which can be applied immediately to your organization. Through the application of new frameworks, you will learn new ways to measure and boost value for your organization. The program includes an Individual Business Project, which allows you to tackle a specific problem that is relevant to your company.   
  
**Global Perspective**   
With modules on three continents, the program offers a highly international global learning experience led by the faculty of two leading [business schools](http://www.stern.nyu.edu/) – IESE and NYU Stern. You will learn and network with other seasoned executives representing diverse nationalities and industries.   
  
**Leadership Focus**  
The **Global Finance and Strategy for Senior Executives** program will sharpen your leadership skills and show you new ways to harness the potential of those around you in order to executive strategy more effectively.

**Key Benefits**

* **Acquire** new, sophisticated financial and strategic skills
* **Learn** about new regulation developments in key markets
* **Gain**insights on the latest research in global finance
* **Analyze** real-world financial scenarios in Europe, North America and Asia
* **Engage** in new thinking and behaviors for leading more effectively
* **Develop** advanced negotiation and communication skills
* **Create** an action plan to take back to their organization

**Admission Process**

To apply to the program, please complete the application form available on line at [www.iese.edu/globalfinance](http://www.iese.edu/globalfinance)

The Admissions Committee, comprised of representatives from IESE and NYU Stern, will review all applications. An academic or program director will also interview candidates. Due to class restraints and the need for a balanced mixture of backgrounds, it is possible that even highly qualified applicants may not be admitted to the program. Early application is encouraged.

*Program Dates:* Module 1 – April 15-19, 2013; Module 2 – June 3-7, 2013; Module 3 – September 23-27, 2013 *Program Tuition: $33,500*

*Contact Number:* (212) 998–0789

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### Behavioral Finance and Applications to Business Decisions

<http://www.stern.nyu.edu/executive-education-open-enrollment/search/program/138/Behavioral-Finance-and-Applications-to-Business-Decisions>

The goal of this program is to help participants understand how human behavioral biases affect financial and non-financial business decision-making. We will explore the typical assumptions of human rationality, the various ways humans violate these assumptions, and the applications of these psychological findings to business.

**Traditionally, the field of Finance has made assumptions of human rationality in decision making in order to facilitate modeling.**These assumptions include defining the traditional finance’s decision-maker as having three traits:

1. Reasoning which follows perfect, rational mathematical logic – without cognitive error;
2. Decision-making without emotional bias – instead done in a cool, calm and collected manner; and
3. Judgment based solely on pure self-interest – rather than with other objectives such as social welfare.

These assumptions of human rationality have led to the development of powerful theories that have gone on to revolutionize the practice of both investment and corporate finance. However, there are a number of anomalies that these models struggle to explain, many of which are consistent with humans behaving in irrational ways.

**The field of Behavioral Finance has put forth explanations for these anomalies and others by relaxing the assumption of the perfectly rational human.**By being aware of both their own and others human biases, participants can enable themselves to make better business and financial decisions.

Given the wide range of applicability of these psychological findings, this program is not limited to applications to investments and corporate finance and will also include other business implications. We will examine examples of the dozen most important behavioral finance findings – including some well-known issues such as overconfidence, anchoring, self-control and social capital. But we will also delve into subtler psychological aspects as well. These include but are not limited to some from the Nobel-prize winning work of Prospect Theory. In particular, we will discuss Loss Aversion (why we hold on to inferior securities, projects and employees for far too long); Probability Weighting (why we often overpay for both longshots and several types of insurance); and Relativism (how we can get people to switch from preferring asset A over asset B to preferring B over A by injecting a third option C – even though C is clearly inferior to the others). These common and other behavioral finance findings will be illustrated via lecture, discussion, interactive exercises, and group work.

*Program Dates:* October 21-22, 2013 *Program Tuition:* $2,800

*Contact Number:* (212) 998–0789

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### Strategic Marketing and Finance: Finding the Common Ground

<http://www.stern.nyu.edu/executive-education-open-enrollment/search/program/106/Strategic-Marketing-and-Finance:-Finding-the-Common-Ground>

At times, it can seem that the marketing and finance teams are at odds when, in reality their goals are completely aligned. Or, at least they should be. Marketing's objective is to get and keep a customer profitably. Finance, the language of business, focuses on investing scarce resources with the expectation of earning profits. The disconnect that occurs between these two disciplines is often due to a lack of a common language, or a common ground.

The objective of this program is to provide marketers with the skills to develop sophisticated marketing strategies and the tools to obtain the resources to implement and evaluate them. For the finance professional, this program will provide an in-depth look into the discipline of marketing and the rationale behind marketing decisions and requests for resources. As a result of the program, participants from both disciplines will improve their communication with and understanding of the other. This will be an intensive and highly interactive program. Participants are expected to question, argue and discuss everything that is presented.

A major feature of this program is the use of a computer simulation developed by Professor Jeffrey Carr -The Global Marketing Game (GMG). In the simulation, teams will manage the marketing activities of a global manufacturer. Responsibilities include developing marketing strategies, analyzing market research, designing appropriate products, choosing distribution channels, pricing products and managing the product portfolio of their company. GMG is a dynamic, competitive, engaging and entertaining experience that focuses on the strategic marketing concepts of market segmentation, competitive advantage and company resource allocation

Program Benefits: During this program participants will

* **Build** analytical skills for developing marketing strategies at the corporate, business unit and product level
* **Develop** insights into linking marketing tools and concepts with finance tools and language and developing the common ground between two often opposing viewpoints
* **Improve** skills in making effective arguments and business cases from a strategic, marketing and finance perspective
* **Increase** returns on marketing investments through better allocation of marketing resources
* **Manage** market and product portfolio risk better

*Program Dates:* June 17 - 20, 2013  *Program Tuition:* $5,600

*Contact Number:* (212) 998 - 0789

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### Rethinking Integrated Risk Management

<http://www.stern.nyu.edu/executive-education-open-enrollment/search/program/135/Rethinking-Integrated-Risk-Management>

In light of the recent financial crisis and the ongoing turbulence in Europe, risk management has gained increased attention and recognition as a strategic discipline. That said, risk management practices, as well as corporate governance practices, have also gained negative attention for their inability to avoid large losses for many institutions. There is a growing need for major improvements to the risk management discipline. The goals of this intensive, three-day program are to:

1. Explore the critical issues of a professional risk manager in a strategic and integrated way from the perspectives of both management and shareholders
2. Challenge professional risk managers to rethink and reframe their approach to the risk management discipline
3. Deliver a sensible balance between risk measurement and risk management by emphasizing content and applications of risk management, as opposed to being technical in nature

This program will address the following critical issues in risk management:

* **The role of professional risk managers in the managerial and strategic hierarchy:**Risk control should be given co-equal importance as revenue generation at the senior levels of management and risk issues must be capably represented on boards. With the benefit of hindsight, it seems clear that this has often not been the case in the past, with risk managers being undercompensated and underrepresented at high levels of management – to the point that critical risk issues were suppressed.
* **Internal vs. external approaches:**With talented and well compensated risk management staff - and a cohort of senior managers with various functional, business-line and geographic responsibilities who understand what integrated, firm-wide risk management is all about - a do-it-yourself approach to risk management on an open-architecture basis (as against relying on external risk management packages) has the great advantage that the firm “owns” the process and can adapt it to specific needs and changing circumstances, as well as incorporating nuances and common sense.
* **Resources:**The risk function must be given adequate resources. As a cost (as opposed to revenue) function that succeeds when things don’t happen, success is hard to measure. As a result, risk management is particularly vulnerable to cost-reductions and head-count cuts under difficult business conditions leaving firms under-protected against losses when they most need it.
* **Accuracy of risk management data and risk reporting:** Both data inadequacies and a lack of timeliness contributed to management and control failures in the recent past. The ability to store, process and report high quality, real time data on risk exposure has an important bearing on the reputation and franchise value of financial and nonfinancial businesses institutions in the future. Certainly, the ability to produce reliable risk-related reports to satisfy the regulators and the shareholders will be subject to much more intense scrutiny going forward.

Program Benefits: During this program participants will

* **Gain**a deeper understanding of the major risks confronting financial firms – credit and counterparty risk, liquidity risk, market risk operational risk, sovereign risk and reputational risk.
* **Apply** metrics and analytical approaches to market risk, including the pros and cons of VaR and ex-ante volatility and stress scenarios
* **Explore** how each of the key risk domains interrelate with one another
* **Discover** techniques for repositioning the risk management function while capitalizing on their core advantages to better protect their organizations and shareholders

*Program Dates:* December 9 - 11, 2013  *Program Tuition:* $4,200

*Contact Number:* (212) 998-0789

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### Modern Methods in Corporate Finance

<http://www.stern.nyu.edu/executive-education-open-enrollment/search/program/100/Modern-Methods-in-Corporate-Finance>

All business decisions, no matter the industry or area, have financial implications. Modern Methods in Corporate Finance provides participants with a toolkit to make optimal investment and financing decisions. These methods can be used in any area of a business, be it in production, marketing, strategy, or finance. They also apply to any type of firm, small and large, public and private, global and domestic.  
  
Suppose you must decide whether to go ahead with a “project.” This project could be, for example, whether to build a new production facility, launch a new product, expand R&D, or acquire another company. The objective of this program is to provide a rigorous analytical framework that can be applied to any of these decisions, despite the fact that the projects are fundamentally different in nature.    
  
This program will cover how the choice of financing can affect the decision to go ahead with a project, including discounted cash flow analysis, the popular (yet troublesome) Internal Rate of Return (IRR) rule, valuation of projects with embedded real options, computation of incremental cash flows, computation of a project’s cost of capital, and an analysis of the costs and benefits of debt financing.

While the curriculum will meet the highest academic standards, emphasis will be placed on teaching all methods in a way so they can be applied in the workplace. To this end, easy-to-understand numerical examples will be used to practice each of the methods taught in the program.

Program Benefits: During this program participants will

* **Learn** how to make investment decisions using net present value (NPV) analysis
* **Develop** the tools to compute incremental cash flows and the cost of capital
* **Value** projects with embedded real options
* **Analyze** the implications of the financing choice for project valuation
* **Understand** the shortcomings of the Internal Rate of Return (IRR) rule

*Program Dates:* May 13 - 15, 2013; November 4 - 6, 2013  *Program Tuition:* $4,200

*Contact Number:* (212) 998 - 0789

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### Valuation

<http://www.stern.nyu.edu/executive-education-open-enrollment/search/program/101/Valuation>

There are as many models for valuing stocks and businesses as there are analysts doing valuations. The differences between these models are often emphasized by their users, and the common elements are often ignored. The objective of this program is to provide the fundamentals of the different valuation approaches, an understanding of the limitations of each approach and examples of each of the applications. The program will address discounted cash flow valuation and the estimation issues that arise when information is imprecise or unavailable, value enhancement through the prism of discounted cash flow models, and contrast techniques. It will also delve into other valuation approaches, such as the use of multiples and comparables in relative valuation, and the use of option pricing to value certain types of stocks and businesses.

Program Benefits: During this program participants will

* **Utilize**discounted cash flow models to value any type of firm in any market
* **Value**a firm using multiples and comparable firms
* **Analyze**and critique the use of multiples in valuation
* **Develop** the tools to value "problem" firms, such as financially troubled firms and start-up firms
* **Estimate** the effect restructuring a firm has on value

*Program Dates:* June 3 - 5, 2013  *Program Tuition:* $4,200

*Contact Number:* (212) 998 - 0789

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## Northwestern University

### Driving Strategic Value from IT

<http://www.kellogg.northwestern.edu/execed/programs/TECH03/index.htm>

Unlock the value of your IT investments and achieve improved business results by synchronizing your IT strategy with your business strategy. You will be inspired to deliver on the power of IT to build deeper relationships with your internal and external customers, collaborate more effectively with partners, and maximize business productivity. Through lectures and group case discussion of real business problems in a collaborative learning environment, this program gives managers state-of-the art techniques and tools to put ideas and opportunities into action and leverage IT for strategic advantage.

*Dates:* April 28 - May 1, 2013; November 10-13, 2013

*Costs:* $6,000

*Contact Number:* 847-467-7000

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### Finance for Executives

<http://www.kellogg.northwestern.edu/execed/Programs/FINEXEC.aspx>

Improve your ability to interpret financial reports, and learn the language and techniques of finance—whether you are new to finance or just want to sharpen existing skills. Senior faculty create a collaborative learning environment which inspires you with concepts to understand and predict the financial implications of managerial decisions. The program provides a comprehensive view of shareholder value creation and the key role managers play in the process. You will explore methods for determining the cash-flow and stock price implications of strategic decisions such as plant and equipment additions, acquisitions, new product introductions, and credit and payment policies. You will learn to identify sources of capital, set appropriate corporate and business growth objectives, and increase the attractiveness of your company’s securities to investors.

*Program Dates:* April 28 - May 3, 2013; October 6-11, 2013

*Costs:* $9,700

*Contact Number:* 847-467-7000

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## Notre Dame

### Executive Certificate in Business Administration

<http://business.nd.edu/Executive_Education/Online/Executive_Certificate_in_Business_Administration/>

As you've progressed through your career, you've undoubtedly developed a high level of expertise in a specific functional area. But if you aspire to take your performance to the next level, you need to understand how your decisions impact other departments and the organization as a whole. Refresh your knowledge or familiarize yourself with core business dimensions as you learn how to translate theory into successful strategies.

This comprehensive professional development series increases your proficiency in key business concepts and techniques. Each eight-week course builds on the last in a step-by-step progression, ensuring you have a solid foundational understanding of the principles and disciplines of business before moving on to practical applications of business strategies. Courses include: Principles of Business, Disciplines of Business, and Applied Business Strategies.

*Dates and Location*: Online

*Cost*: $5,495 for the complete 3-course program

*Contact*: to register call 855-300-1475

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## Office of Personnel Management

### Performance Budgeting Seminar

[http://www.leadership.opm.gov/Programs/Policy-and-Initiatives/BPI/Index.aspx](http://www.leadership.opm.gov/Programs/Policy-and-Initiatives/BPI/Index.aspx%20)

This seminar will show you how to link budget and performance integration (BPI) with improved financial performance to “get to green” on the President’s Management Agenda. You will define your organization’s path to alignment and discuss other agencies’ current successes and lessons learned. You will learn about the Program Assessment Rating Tool (P.A.R.T.) and how to support the scorecard standards for success. You will examine how improved financial management relates to the other four areas of the management agenda.

* Jun 18-20, ‘13 @ EMDC, Shepherdstown, WV   $2575

*Starts 8:30 AM on 1st day ends 4:30 PM on last day*

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### Leadership for a Democratic Society

<http://www.leadership.opm.gov/Programs/Executive-Leadership-Development/LDS/Index.aspx>

The themes of FEI's Leadership for a Democratic Society (LDS) program reflect and enhance the Constitutional underpinning of Federal Government work and the common culture of senior Federal executives. At FEI, you will build your skills in personal leadership and gain insights into organizational theory, the policy framework in which Government leadership occurs, and the broad global trends and events that shape Government agendas.

*Competencies Emphasized:* Leading Change, Leading People, Results Driven, Business Acumen, Building Coalitions/Communication

* Jan 6-Feb 1, ‘13 @ Federal Executive Institute, Charlottesville, VA   $19875

*Starts 4:30 PM on 1st day ends 12:00 PM on last day*

On-site registration 3:00 - 4:30 p.m. Sunday.

* Feb 3-Mar 1, ‘13 @ Federal Executive Institute, Charlottesville, VA   $19875

*Starts 4:30 PM on 1st day ends 12:00 PM on last day*

On-site registration 3:00 - 4:30 p.m. Sunday.

* Apr 1-Jul 19, ‘13 @ Federal Executive Institute, Charlottesville, VA   $19875

*Starts 4:30 PM on 1st day ends 12:00 PM on last day*

Applied Learning Program: Apr 1 - 12, 2013 and return Jul 7 - 19, 2013. On-site registration 3:00 - 4:30 p.m. Sunday.

* Apr 14-Aug 2, ‘13 @ Federal Executive Institute, Charlottesville, VA   $19875

*Starts 4:30 PM on 1st day ends 12:00 PM on last day*

Applied Learning Program: Apr 14 - 26, 2013 and return Jul 21 - Aug 2, 2013; On-site registration 3:00 - 4:30 p.m. Sunday.

* Apr 28-May 24, ‘13 @ Federal Executive Institute, Charlottesville, VA   $19875

*Starts 4:30 PM on 1st day ends 12:00 PM on last day*

On-site registration 3:00 - 4:30 p.m. Sunday.

* Jun 2-28, ‘13 @ Federal Executive Institute, Charlottesville, VA   $19875

*Starts 4:30 PM on 1st day ends 12:00 PM on last day*

On-site registration 3:00 - 4:30 p.m. Sunday.

* Aug 4-30, ‘13 @ Federal Executive Institute, Charlottesville, VA   $19875

*Starts 4:30 PM on 1st day ends 12:00 PM on last day*

On-site registration 3:00 - 4:30 p.m. Sunday.

* Sep 8-Oct 4, ‘13 @ Federal Executive Institute, Charlottesville, VA   $19875

*Starts 4:30 PM on 1st day ends 12:00 PM on last day*

On-site registration 3:00 - 4:30 p.m. Sunday.

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## Penn State University

### Finance for the Non-Financial Manager

<http://www.smeal.psu.edu/psep/open/finance>

In a true hands-on learning experience, participants acquire a complete “toolbox” of accounting and financial knowledge for making decisions that affect the performance of their unit and contributes to the overall profitability of the organization. This four-day program covers accounting basics, financial analysis and planning, strategic finance, and corporate valuation. Finance for the Non-Financial Manager is designed for supervisors, general managers, and functional managers in areas such as sales, manufacturing, or engineering.

*Dates*: April 29-May 3, 2013; December 9-13, 2013  
*Fee:* $5,750

*Location*: University Park, PA

*Contact:* 1-800-311-6364 or psep@psu.edu

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## Regis University

### Bachelor of Science in Accounting

Accounting is central to effective management of business enterprises. The on-campus and online Regis University College for Professional Studies (CPS) Bachelor of Science in Accounting degree equips you with analytical and quantitative skills that can be directly applied within your career, whether you are a sole practitioner, serve a small practice, or lead within a multinational firm, both in the private and public sector.

**The Education You Need for the Accounting Career You Want**

The Regis University CPS Bachelor of Science in Accounting program gives you the tools you need – incorporating the most current technology and accounting techniques into our curriculum so that you are prepared for this in-demand industry. Part of that preparation includes foundational and advanced accounting courses in:

* Financial Planning
* Performance Analysis
* Budgeting
* Taxation
* Auditing

Additionally, eligible Regis University CPS graduates who intend to sit for their CPA are offered privileged access to [Becker™ CPA Exam Review courses](http://www.becker.com/accounting/cpaexamreview/index.cfm) through a $400 partner discount.

*Courses*:For course descriptions, [click here](http://cps.regis.edu/degrees-bachelors-accounting.php)*.*

*Dates*: For the Spring 2013 - Spring 2014 schedule, click here <http://cps.regis.edu/degrees-bachelors-accounting.php>

*Location:* Online and Classroom based

*Cost:* $410/ per credit hour classroom & $460/per credit hour online

*Apply:* To apply online [click here](http://cps.regis.edu/apply-now.php)

**For more information on this program, please contact: 800-944-7667 or go to** <http://cps.regis.edu/degrees-bachelors-accounting.php>

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### Bachelor of Science in Finance

<http://cps.regis.edu/degrees-bachelors-finance.php>

Regis University College for Professional Studies’ (CPS) on-campus and online Bachelor of Science in Finance degree includes the most current trends, techniques, and practices of modern corporate finance. Our students and graduates take an ethical, forward-thinking approach toward finance into the workforce, successfully serving the financial services industry in key areas such as business banking, insurance, retail, investment companies, government agencies, and financial services firms. This degree will enhance your fundamental financial skills to further your career and provide additional preparation for specialty certificates, such as the Series 7.

**A Degree Program That Suits Your Needs and Goals**

The Regis University CPS B.S. in Finance is an accelerated degree program that offers flexibility and convenience to fit your busy lifestyle. The curriculum examines effective financial management, including:

* Financial Analysis, Forecasting, and Planning
* Money and Banking
* Managing Technologies for Business Strategies

You will be prepared to work with diverse management groups, marketing professionals, accountants, and others who depend on finance professionals to achieve their economic goals with critically considered, well-reasoned, ethical decisions. Furthermore, eligible Regis University CPS graduates who intend to sit for their CPA are offered privileged access to [Becker™ CPA Exam Review courses](http://www.becker.com/accounting/cpaexamreview/index.cfm) through a $400 partner discount.

*Courses*:For course descriptions, [click here](http://cps.regis.edu/degrees-bachelors-finance.php)*.*

*Dates*: For the Spring 2013 - Spring 2014 schedule, click here <http://cps.regis.edu/degrees-bachelors-finance.php>

*Location:* Online and Classroom based

*Cost:* $410/ per credit hour classroom & $460/per credit hour online

*Apply:* To apply online [click here](http://cps.regis.edu/apply-now.php)

**For more information on this program, please contact: 800-944-7667 or go to** <http://cps.regis.edu/degrees-bachelors-finance.php>

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### Master of Science in Accounting

The demand for accountants and auditors will continue to be strong for the next several years, as all industries are impacted by increased regulations and a need for transparency. The Regis University College for Professional Studies (CPS) on-campus and online **Master of Science in Accounting degree**:

* Has the strong foundation in ethics demanded by corporations and accounting licensing bodies
* Focuses on the expanded knowledgebase required in today’s business world
* Provides the necessary coursework to meet the “150 credit hour” requirements to sit for the CPA exam and/or the requirements for the CMA designation

**A Path to the CPA Examination**

Beyond your preparation within our classes, eligible Regis University CPS graduates who intend to sit for their CPA are offered privileged access to [Becker™ CPA Exam Review courses](http://www.becker.com/accounting/cpaexamreview/index.cfm) through a $400 partner discount

*Courses*:For course descriptions, [click here](http://cps.regis.edu/degrees-masters-accounting.php)*.*

*Dates*: For the Spring 2013 - Spring 2014 schedule, click here <http://cps.regis.edu/degrees-masters-accounting.php>

*Location: C*lassroom based

*Cost:* $780/ per credit hour classroom & $810/per credit hour online

*Apply:* To apply online [click here](http://cps.regis.edu/apply-now.php)

**For more information on this program, please contact: 800-944-7667 or go to** <http://cps.regis.edu/degrees-masters-accounting.php>

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### Bachelor of Science in Business Technology Management

The Regis University College for Professional Studies (CPS) Bachelor of Science in Business Technology Management degree prepares you to make strategic business decisions, coordinate IT solutions between various departments, and play a significant role in the strategic success of today’s companies. This unique hybrid degree program includes both business and information technology courses in order to provide the blended skill set sought after by today’s companies.

**Play a Significant Role in Technology Operations and Business**

The role of IT within an organization has shifted from an internal support function to an essential piece of nearly every business. Upon earning your B.S. in Business Technology Management, you will:

* Receive a well-rounded education in both business and information technology, and find solutions to technical and business problems.
* Learn the technical aspects of computer and information systems, as well as the project planning, budgeting, and management skills needed by today's business technology leaders.
* Be prepared to put courses like Business Accounting Principles & Management Concepts, Strategic Management, Systems Analysis and Design, and Managing Technologies for Business Strategies into practice and be a resource for your organization.

**A Faster Path to Success Through Combined Bachelor's and Master's Degrees**

Regis University College for Professional Studies offers students the opportunity to work on a **Bachelor of Science in Business Technology Management** degree in tandem with one of three in-demand graduate degree programs that span across our School of Computer & Information Sciences and our School of Management:

* **Master of Science in Information Technology Management:** Three graduate courses can be applied toward your undergraduate degree. A total of 155 credit hours are required for the Combined Bachelor's and Master's degree.
* **Master of Business Administration:** Two graduate courses can be applied toward your undergraduate degree. A total of 161 credit hours are required for the Combined Bachelor's and Master's degree.
* **Master of Science in Organization Leadership:** Two graduate courses can be applied toward your undergraduate degree. A total of 155 credit hours are required for the Combined Bachelor's and Master's degree.

As part of this combined Bachelor's and Master's degree program, students are admitted to their respective graduate program during the junior year of their undergraduate program to work toward both the B.S. in Business Technology Management and desired Master’s degree. Each combined degree supports the following:

* Completing all necessary Foundational Major Courses
* Planning early for the Master's portion of your education
* Allowing a specified number of Graduate courses to be counted toward your Undergraduate degree
* Making more efficient use of your credit requirements and tuition dollars
* [Learn more](http://cps.regis.edu/PDFs/4plus1SCIS-BTM.pdf) about program requirements and additional admissions information

*Courses*:For course descriptions, [click here](http://cps.regis.edu/degrees-bachelors-technology-management.php)*.*

*Dates*: For the Spring 2013 - Spring 2014 schedule, click here <http://cps.regis.edu/degrees-bachelors-technology-management.php>

*Location:* Online and Classroom based

*Cost:* $410/ per credit hour classroom & $460/per credit hour online

*Apply:* To apply online [click here](http://cps.regis.edu/apply-now.php)

**For more information on this program, please contact: 800-944-7667 or go to** <http://cps.regis.edu/degrees-bachelors-technology-management.php>

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### Bachelor of Science in Computer Networking

The Regis University College for Professional Studies (CPS) on-campus and online Bachelor of Science in Computer Networking degree is designed to provide an understanding and intense knowledge of information technology, emphasizing computer networks, network analysis, and network design along with operating systems and programming platforms. Position yourself to:

* Design and manage a variety of computer networking systems, including mobile and enterprise networks
* Learn about critical information security issues, such as hackers, viruses, and other acts of cyber-vandalism

**A Leader in Information Technology Education**

* Regis University CPS is one of three institutions in the nation whose Computer Networking degree program is accredited by the Computing Accreditation Commission of ABET, a prestigious nonprofit accreditation body.
* The increasing adoption of mobile technologies and the rise in security issues is expecting to create an increased demand for network and computer systems administrators. This is due to the increasing adoption of mobile technologies and the rise in security issues. Our Computer Networking degree prepares you to take full advantage of this in-demand profession and growing job market

*Courses*:For course descriptions, [click here](http://cps.regis.edu/degrees-bachelors-computer-networking.php)*.*

*Dates*: For the Spring 2013 - Spring 2014 schedule, click here <http://cps.regis.edu/degrees-bachelors-computer-networking.php>

*Location:* Online and Classroom based

*Cost:* $410/ per credit hour classroom & $460/per credit hour online

*Apply:* To apply online [click here](http://cps.regis.edu/apply-now.php)

**For more information on this program, please contact: 800-944-7667 or go to** <http://cps.regis.edu/degrees-bachelors-computer-networking.php>

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### Bachelor of Science in Computer Science

Regis University College for Professional Studies' (CPS) Bachelor of Science in Computer Science degree will prepare you to take advantage of the growing IT job market and the various technology challenges that companies are facing. You will be introduced to:

* computer networking
* programming skills and data administration
* planning, implementing, and managing a broad range of relevant IT projects
* comprehensive array of business skills

**Prepare to Meet Today’s Computer Science Challenges and Advance Your Career**

* The comprehensive curriculum within the computer science Bachelor’s degree is designed to provide an understanding of computer architecture, object-oriented analysis and design, software engineering, and operating systems. You will be prepared to take advantage of the demand for IT professionals who can implement information security strategies, use technology to make businesses more efficient, and analyze a company’s technology requirements.
* Regis University’s B.S. in Computer Science (CPS) degree is accredited by the Computing Accreditation Commission of ABET, a prestigious nonprofit accreditation body. Regis University College for Professional Studies is also only one of two institutions in the country who’s Bachelor of Science in Computer Science degree is both accredited by ABET and also can be earned completely online.

*Courses*:For course descriptions, [click here](http://cps.regis.edu/degrees-bachelors-computer-science.php)*.*

*Dates*: For the Spring 2013 - Spring 2014 schedule, click here <http://cps.regis.edu/degrees-bachelors-computer-science.php>

*Location:* Online and Classroom based

*Cost:* $410/ per credit hour classroom & $460/per credit hour online

*Apply:* To apply online [click here](http://cps.regis.edu/apply-now.php)

**For more information on this program, please contact: 800-944-7667 or go to** <http://cps.regis.edu/degrees-bachelors-computer-science.php>

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### Bachelor of Science in Computer Information Systems

The Regis University College for Professional Studies (CPS) online and on-campus Bachelor of Science in Computer Information Systems degree:

* Combines the knowledge of leading edge technologies and system methodologies with an understanding of the ever changing, dynamic business environment
* Provides a balance of coursework and lab work, introducing you to computer hardware, software, system design, and communications, while helping you determine the current and future computer information needs of your organization
* Teaches you to analyze how IT initiatives will impact your company's short and long-term business goals and how to effectively communicate your plans and research to management

**Participate in an Elite Program**

Of the 1,400 programs in information technology across the nation, less than 20% are accredited by ABET, a prestigious nonprofit accreditation body. We are pleased that the Computer Information Systems degree from Regis University CPS is one of only 35 in the nation accredited in Information Systems by the Computing Accreditation Commission of ABET.

Our B.S. in Computer Information Systems is designed for professionals who want to play a role in systems analysis and design, software engineering, database management, project management, and business process design.

*Courses*:For course descriptions, [click here](http://cps.regis.edu/degrees-bachelors-computer-systems.php)*.*

*Dates*: For the Spring 2013 - Spring 2014 schedule, click here <http://cps.regis.edu/degrees-bachelors-computer-systems.php>

*Location:* Online and Classroom based

*Cost:* $410/ per credit hour classroom & $460/per credit hour online

*Apply:* To apply online [click here](http://cps.regis.edu/apply-now.php)

**For more information on this program, please contact: 800-944-7667 or go to** <http://cps.regis.edu/degrees-bachelors-computer-systems.php>

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### Master of Science in Database Technologies

Regis University's online and on-campus Master’s degree in Database Technologies prepares you for a career in database administration by equipping you with a thorough understanding of:

* internal structures and architectures of database management systems
* key tasks and functions required of a database administrator
* implementation of data security and integrity measures
* relational and object-relational database theory and implementation in concert with the Oracle® database management system

Your Database Technologies Master’s degree from Regis University CPS will give you the broad range of foundational and advanced courses you need to succeed:

* Information Technology Research Methods
* Middleware Architecture and Database Applications
* Database Architecture
* Oracle® Database Administration
* PL/SQL Programming
* Database Backup and Recovery
* Database Technologies and SOA
* Data Warehouse Design

*Courses*:For course descriptions, [click here](http://cps.regis.edu/degrees-masters-database.php)*.*

*Dates*: For the Spring 2013 - Spring 2014 schedule, click here <http://cps.regis.edu/degrees-masters-database.php>

*Location:* Online and Classroom based

*Cost:* $660/ per credit hour classroom & $690/per credit hour online

*Apply:* To apply online [click here](http://cps.regis.edu/apply-now.php)

**For more information on this program, please contact: 800-944-7667 or go to** <http://cps.regis.edu/degrees-masters-database.php>

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### Master of Science in Information Technology Management

The Regis University College for Professional Studies (CPS) on-campus and online M.S. in Information Technology Management degree program is designed for students who aspire to move into technical leadership positions and expand their influence on business operations. As a graduate of the Information Technology Management degree, you’ll be prepared to:

* manage eCommerce challenges
* align technology with key business functions
* navigate the evolution of technology tools and concepts to contribute to the success of your organization

**Be Prepared to Play an Active Role in Your Organization’s Business Decisions**

Electronic commerce and the emergence of new mobile and Internet technologies will continue to grow and become integral in everyday business as organizations use them to improve productivity and competitiveness. As a result, IT skills and expertise will become more vital to the operations of private, public, and government organizations, making the information technology manager a key participant in decision making and planning. Utilizing real-life assignments and case studies, prepare to take your leadership role with the following degree coursework:

* Information Technology Concepts
* Enterprise Architecture
* Ethics in Information Technology
* Global E-Business
* Managing a Secure Enterprise
* Emerging Technologies
* Supply Chain Management

*Courses*:For course descriptions, [click here](http://cps.regis.edu/degrees-masters-technology-management.php)*.*

*Dates*: For the Spring 2013 - Spring 2014 schedule, click here <http://cps.regis.edu/degrees-masters-technology-management.php>

*Location:* Online and Classroom based

*Cost:* $660/ per credit hour classroom & $690/per credit hour online

*Apply:* To apply online [click here](http://cps.regis.edu/apply-now.php)

**For more information on this program, please contact: 800-944-7667 or go to** <http://cps.regis.edu/degrees-masters-technology-management.php>

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### Master of Science in Information Assurance

The Regis University College for Professional Studies (CPS) campus-based and online Master of Science in Information Assurance degree and its [specializations](http://cps.regis.edu/degrees-masters-info-assurance.php#specializations) equip you to protect the confidentiality, security, integrity, and availability of data and delivery systems from malice or accidental infringement, whether the data is in storage, processing, or transit. Your degree will aid you in:

* Pursuing an understanding of security policy development, implementation, and standards compliance on enterprise systems, applications, and data
* Exploring the security aspects of today’s architectures, including telecommunications and wireless enterprise corporate data networks
* Learning about several common Information Assurance models (DoD, NSA, Telecom, and Private Business) with an emphasis on IT best practices

Career-Oriented Degree Specializations and a Nationally Recognized Curriculum

Regis University CPS offers specializations as part of your M.S. in Information Assurance degree that provide the knowledge you need in order to protect your organization and create positive change in today's business and technology marketplaces. Those specializations are:

* Cyber Security
* Information Assurance Policy Management

*Courses*:For course descriptions, [click here](http://cps.regis.edu/degrees-masters-info-assurance.php)*.*

*Dates*: For the Spring 2013 - Spring 2014 schedule, click here <http://cps.regis.edu/degrees-masters-info-assurance.php>

*Location:* Online and Classroom based

*Cost:* $660/ per credit hour classroom & $690/per credit hour online

*Apply:* To apply online [click here](http://cps.regis.edu/apply-now.php)

**For more information on this program, please contact: 800-944-7667 or go to** <http://cps.regis.edu/degrees-masters-info-assurance.php>

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### Master of Science in Software Engineering

The Regis University College for Professional Studies (CPS) on-campus and online Master of Science in Software Engineering degree introduces you to the application of a systematic, disciplined, and quantifiable approach to the process of assessing requirements, analysis, design, construction, operation, configuration, and maintenance of software.

As a Regis University CPS graduate, you’ll be equipped with the knowledge of:

* modern software development technologies and techniques, such as object-oriented design
* the use of middleware
* enterprise design patterns
* the use of Java, C++, and C# programming languages

**Prepare for Career Advancement with a Software Engineering Master’s Degree**

The Regis University CPS Master of Science in Software Engineering curriculum is designed for students who are pursuing an understanding of modern software engineering topics, including software requirements, quality, testing, and configuration management. Rooted in the Software Engineering Body of Knowledge, which is published by the IEEE Computer Society, the degree’s broad range of foundational and advanced courses includes:

* Information Technology Research Methods
* Object-Oriented Software Engineering
* Software Construction, Tools, and Methods
* Software Design

*Courses*:For course descriptions, [click here](http://cps.regis.edu/degrees-masters-software-engineering.php)*.*

*Dates*: For the Spring 2013 - Spring 2014 schedule, click here <http://cps.regis.edu/degrees-masters-software-engineering.php>

*Location:* Online and Classroom based

*Cost:* $660/ per credit hour classroom & $690/per credit hour online

*Apply:* To apply online [click here](http://cps.regis.edu/apply-now.php)

**For more information on this program, please contact: 800-944-7667 or go to** <http://cps.regis.edu/degrees-masters-software-engineering.php>

### Master of Science in Software Engineering and Database Technologies

The Regis University College for Professional Studies (CPS) Master of Science in Software Engineering and Database Technologies degree is a joint, online learning program offered in partnership with the [National University of Ireland, Galway (NUI, Galway)](http://www.nuigalway.ie/). Combining the strengths and expertise of two universities located in different regions of the world, Regis University CPS and NUI have developed a truly international online educational experience designed to help you:

* increase your knowledge of software and database design and development
* learn more about computer information and communication systems, especially as they relate to global commerce
* develop advanced research and/or development skills

*Courses*:For course descriptions, [click here](http://cps.regis.edu/degrees-masters-software-systems.php)*.*

*Dates*: For the Spring 2013 - Spring 2014 schedule, <http://cps.regis.edu/degrees-masters-software-systems.php>

*Location:* Online

*Cost:* $690/ per credit hour

*Apply:* To apply online [click here](http://cps.regis.edu/apply-now.php)

**For more information on this program, please contact: 800-944-7667 or go to** <http://cps.regis.edu/degrees-masters-software-systems.php>

### Master of Science in Systems Engineering

The Regis University College for Professional Studies (CPS) on-campus and online Master’s degree program in Systems Engineering provides you with the knowledge and understanding of engineering principles, network systems, middleware applications, data storage, and human factors to apply toward the design, implementation, and management of enterprise information systems.

This degree program will equip you to:

* utilize the Information Assurance (IA) model that applies to the security of a system’s database and applications
* use concepts central to network design, architectures, standards, and protocols
* support both Web-based and hosted applications

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## Southern Methodist University

### The Essentials of Accounting and Finance for Non-Financial Managers

<http://www.cox.smu.edu/web/executive-education/essentials-of-finance>

This three-day program will help you understand how to read, interpret and analyze financial statements. You'll also learn forecasting and financial planning approaches to help you with the budgeting process. You'll get the basics of net present value and capital budgeting techniques to apply when evaluating projects. You'll gain an understanding of various types of costs and how to allocate them to truly understand the financial performance of a business unit. Ultimately, you'll learn to use financial information to make better strategic business decisions.

*Program Dates*: April 2-4, 2013

*Program Location*: Dallas, TX

*Program Tuition*: $2,695 USD

*Contact Number*: 214-768-3335

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### Strategic Financial Skills in the Oil and Gas Industry

<http://www.cox.smu.edu/web/executive-education/strategic-financial-skills>

Hundreds of executives have chosen our Strategic Financial Skills program for its concentrated coverage of financial management techniques uniquely tailored to the complexities of their industry. This comprehensive weeklong program uses a hands-on approach to help you understand and master the energy sector’s financial essentials. Your instructors are senior teachers with significant experience in executive development, business, consulting and energy industry financial management. You’ll share ideas and discuss industry issues with participants from around the world in small discussion groups and lively classroom sessions. You’ll meet mid-level to senior-level professionals from many segments of the energy industry and a variety of functional areas within their companies. In a series of information-packed class sessions, you'll learn the essentials of the business side of the energy industry. By the end of the week, you'll have a working knowledge of the key areas of financial management.

*Program Dates:* April 8-12, 2013

*Program Location*: Dallas, TX

*Program Tuition*: $6,250

*Contact Number:* 214-768-3335

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## Stanford University

### Finance and Accounting for the Nonfinancial Executive

<http://www.gsb.stanford.edu/exed/fanfe/index.html>

Finance and Accounting for the Nonfinancial Executive has been carefully crafted by leading faculty to eliminate the mystery behind the numbers and to help executives become informed and strategic users of accounting and financial data. The course covers the core concepts of both finance and accounting, including terminology and assumptions, valuation, financial statements, and distinguishing income from cash flow. The curriculum examines specific accounting methods and demonstrates how these choices affect earnings. Participants learn how to analyze financial reports, identify trends, and study competitors.

*Program Dates: April 7 - 12, 2013*

*Application Deadline: March 1, 2013*

*Location: Stanford University*

*Cost: $9,500 USD*

*Contact Number: 650.723.3341*

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### Managing Talent for Strategic Advantage

<http://www.gsb.stanford.edu/exed/mtsa/index.html>

Managers today must be effective at simultaneously monitoring current performance, managing incremental innovation, and leading more revolutionary change efforts. Managing Talent for Strategic Advantage explores how to manage this delicate balancing act by emphasizing methods to align HR strategy with the overall business strategy.

Led by the top professors and authors in the field, the program teaches participants how to utilize human resource levers—such as culture, compensation, and performance management—to build competitive advantage and drive success.

*Program Dates: August 25 - 30, 2013*

*Application Deadline: July 22, 2013*

*Location: Stanford University*

*Cost: $9,500 USD*

*Contact Number: 650.723.3341*

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## St John Fisher College

### Finance & Resource Development

This course examines the organizational value systems underlying finance and resource development in education, health, nonprofit, and business organizations. These systems will be explored in the context of revenue sources, generation, and distribution; funding formulas and local, state, and federal requirements; equity, evaluation, and reform; strategic planning and decision-making; analysis and allocation of resources; and compliance and accountability. Through interactive instruction, special guest lecturers, case studies, simulations, and field experiences, candidates will analyze complex financial and social issues confronting leaders in an era of limited resources and develop solution sets and action strategies based on best practices.

***Dates*:** Spring 2015 (TBD)

***Application Deadline:*** March 1, 2013

***Two Locations:***

* St. John Fisher College in Rochester, NY
* The College of New Rochelle’s Westchester Campus in New Rochelle, NY (Extension Site)

***Cost:***$1,125 per credit (subject to change)

***Contact Number*:** 585-899-3852

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### Public Policy, Law & Ethics

This course is designed to provide candidates with an understanding of the principles and the interconnectedness of policy, law, and ethics and their implications for executive leadership. Policy development and implementation, federal and state laws, and issues of ethics will be addressed in a broad spectrum of leadership styles and organizational settings. The course will provide executive leaders with the requisite knowledge, skills, and dispositions to remain current with issues of policy, law, and ethics while equipping them with the knowledge to positively impact the lives of the personnel and organizations within their spheres of influence.

***Dates*:** Fall 2014 (TBD)

***Application Deadline:*** March 1, 2013

***Two Locations:***

* St. John Fisher College in Rochester, NY
* The College of New Rochelle’s Westchester Campus in New Rochelle, NY (Extension Site)

***Cost:***$1,125 per credit (subject to change)

***Contact Number*:** 585-899-3852

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## The Ken Blanchard Companies – Bachelors and Masters Programs

Blanchard has partnered with the University of San Diego to offer an Executive Leadership masters’ program, and with Grand Canyon University, the United States' number-one online undergraduate institution, to create unique Bachelor of Science and Master of Business Administration degree programs.

### Grand Canyon University

The Ken Blanchard Companies and Grand Canyon University have been partners in learning for more than five years. Through the Ken Blanchard College of Business, Blanchard has worked with the university to create an innovative program that combines face-to-face and online learning in a one-year eMBA program. In addition, Blanchard and the Ken Blanchard College of Business collaborate on course creation at both the graduate and undergraduate levels.

**The Ken Blanchard Executive MBA—**This highly innovative program has been designed to combine Ken Blanchard’s renowned research on values-based leadership with the rigor of a challenging executive-level graduate business education

Unlike other Executive MBA programs, the Ken Blanchard EMBA begins and ends with leadership. The first module, ‘Leading Self’ provides an introspective look at the individual leader and uses a variety of proven self-assessment tools to assist student-executives in identifying areas for further leadership development. The journey continues with subsequent modules on ‘Leading Others’ at the team and business unit levels and ‘Leading Organizations’ at the strategic level. A lifetime of Ken Blanchard’s captivating work on leadership is integrated throughout the curriculum.

Additionally rather than teaching the business courses from the traditional functional perspective, the Ken Blanchard EMBA uses a unique cross-functional approach that focuses on the often conflicting interests of key stakeholder groups including customers, shareholders, employees, and communities. This unusual teaching approach enables students to develop the critical thinking skills necessary to make the right decisions that create value for customers, keep employees fully engaged, and ensure profitability and sustainability for shareholders.

* The five main themes that thread throughout the program include:
* Values Based Learning
* Servant Leadership
* Global-Mindedness
* Being Both People and Results-Oriented
* Innovation and Entrepreneurial Spirit

Find out more at <http://emba.gcu.edu>.

**About Grand Canyon University—**Founded in 1949, Grand Canyon University is one of Arizona’s leading higher learning institutions. Based in Phoenix, the regionally accredited, private, non-denominational Christian university offers online and campus-based bachelor’s and master’s degree programs through the Ken Blanchard College of Business, College of Education, College of Nursing and Health Sciences, and College of Liberal Arts. Grand Canyon University emphasizes individual attention for both traditional undergraduate students as well as the working professional.

In addition to our excellent traditional campus-based undergraduate and master’s degree programs, our online programs are ranked among the best in the nation by the Online Education Database (OED), Fortune Small Business magazine, and Technology & Learning magazine.

## University of San Diego

Master of Science in Executive Leadership (MSEL)—The University of San Diego offers an accredited business master's degree requiring students to complete a series of 19 integrated courses. Students of the MSEL degree learn business leadership processes through an intensive, applied learning methodology. This competitive program is designed for the committed organizational member who will use his or her organization as a learning application laboratory.

As an alliance between The Ken Blanchard Companies and the USD School of Business Administration, MSEL combines time-proven leadership practices with an interdisciplinary, strategic framework of business technical skills. This integration provides students a curriculum that emphasizes developing key knowledge and skills in a variety of leadership contexts.

Here is a list of the courses that are part of this program: (\* Blanchard Courses (note: some of other courses included Blanchard content)

* Preparing for Leadership: Self Appraisal and Analysis\*
* Optimizing Individual Learning
* Leadership, Power & Politics
* Ethics in the Workplace
* Communicating your Leadership Point-of-View\*
* Decision Making
* Succession Planning & Talent Management
* Partnering for Performance Using Situational Leadership II \*
* Negotiations and Problem Solving
* Leadership in a Team Context\*
* Leadership in a Global Context
* Leading Change\*
* Designing Organizational Culture: Values & Alignment
* Innovation & Organizational Learning
* Marketing Strategy, Structure & Processes
* Finance & Accounting for Organizational Leadership
* Corporate Governance
* Executing Strategic Initiatives
* Leadership for the Future

Note: The University of San Diego has a strategic alliance with Sharp Healthcare for the delivery of healthcare leadership education.

Find out more at: <http://www.sandiego.edu/business/programs/graduate/leadership/executive_leadership/>

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## University of Arkansas

### Certificate in Business Analytics

<http://execed.uark.edu/cbi.asp>

The Business Analytics Certificate will provide participants with enhanced skills in the fields of business intelligence and analysis. In a dynamic and rapidly evolving business environment, relevant knowledge and expertise is of utmost importance. Those with key business acumen will be well prepared to address the challenges that face their organizations. This program will help participants tackle common issues including accessing and collecting data, as well as deciphering results in order to make or support decisions related to products, processes & procedures, operations, and trends.

Business Intelligence comprises business analytics, as well as the information technology, databases, and systems that support the mission of the firm including decision support and business processes. These business analytics certificate sessions focus on strategic issues of data analysis, data management, and data mining. Participants study analytics concepts and develop skills needed to utilize decision-centric business intelligence, knowledge management applications, and data mining.

Over the duration of this six-day course, participants will be exposed to the following tools:

* + SAS Enterprise Miner
  + IBM SPS Modeler
  + SAS Enterprise Guide
  + Qualtrics
  + Structured Query Language (SQL)
  + SQL Server
  + Cube Building and Analysis using SQL Server BI Tools (SSIS/SSAS/SSRS)

*Courses*:For course descriptions, [click here](http://execed.uark.edu/cbi.asp)

*Dates*: Program will occur in Spring 2013. Please refer to our [website](http://execed.uark.edu/cbi.asp) for future dates.

*Location:* University of Arkansas (Fayetteville, AR)

*Cost:* $2,900

*Register:* For registration information, please visit our [website](http://execed.uark.edu/cbi.asp)

**For more information on this program, please contact: 479-575-2856 or go to** <http://execed.uark.edu/default.asp>

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## University of California Berkeley

### Action Planning and Management for a New Business Venture

<http://extension.berkeley.edu/catalog/course2244.html>

Learn the critical and practical aspects of managing a small business venture and implementing solutions that work. Focusing on the business owner, you study the skills needed to successfully start and effectively manage a small business, including project management, time management, decision making and the ability to manage others. In addition to gaining an understanding and appreciation of basic business operations and management systems, learn how to implement a specific business action plan that focuses on effective management solutions.

*Dates:* Mondays, January 28 – April 8 (no meeting February 18), 2013 *Application Deadline:* January 28, 2013

*Location:* San Francisco, CA *Cost:* $750

*Contact Number:* 510-642-4231

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### Financial Analysis for Non-Financial Executives

<http://executive.berkeley.edu/programs/financial-analysis-non-financial-executives>

The program’s modern approach focuses only on financial topics that the non-financial executive uses in their day to day activities and management. The FANFE program avoids being highly technical, and instead creates an environment in which executives can build their “intuitive” understanding of financial terminology and concepts. Faculty work with participants to go beyond the “mechanics” of finance and create an action plan that allows for strategical and practical application in their daily management.

* Our approach to developing your financial literacy emphasizes the following:
* We distill complex financial issues into actionable insights and practical applications.
* We apply the program content to your own business realities.
* We build your confidence to discuss financial trade-offs and to ask the right questions.
* We offer you insights drawn from our experience as researchers, teachers, and consultants for world-class global companies.
* We provide comprehensive program materials, readings and glossaries that will serve as helpful resources in the future.

*Dates*: May 7-11, 2012; November 5-9, 2012

*Location*: UC Berkeley campus

*Fee*: $6,500 (send 5 for the price of 4 when registering all together)

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## University of California San Diego

### Accounting and Finance for Non-Financial Managers

<http://rady.ucsd.edu/exec/open/finance/>

Finance is about making investment and managerial decisions in the face of uncertainty, based on economic information gleaned from the balance sheet and income statements, macroeconomic announcements or other economics news.

Accounting & Finance for Non-Financial Managers is divided into two, one-day sections: corporate finance and investments. Over these two days, this course will guide you through the financial decision making process from start to finish.

Learning Objectives:

Reading and interpreting balance sheet and income statements

Synthesizing that information into financial models

Making decisions based on these models

Understanding the limits of financial modeling

Topics Covered:

Valuing a project from start to finish

Capital budgeting and project choice: which project to undertake

How to finance a project

Valuation in the presence of debt

Thinking and quantifying financial risk

What we can do to mitigate risk exposure

Optimal portfolio allocation: investing for retirement

Understanding financial statistics

Advanced topics

*Dates:* TBD

*Fees:* $1450

*Contact:* Rachel Van Gorp ([rvangorp@ucsd.edu](mailto:rvangorp@ucsd.edu))

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## University of Chicago

### Finance for Executives

<http://booth.chicagoexec.net/programs/fe.aspx>

In this challenging economic environment, it is critical for executives to use financial data effectively when making business decisions. This seminar will enhance your ability to interpret and use financial information, to better communicate with your financial officers, and to make sound, strategic financial decisions that will improve the profitability of your firm.  
  
**Finance for Executives** presents the main elements of modern finance from the manager’s viewpoint. The purpose of this seminar is to help you make decisions that will measurably improve your personal effectiveness and the profitability of your organization. The program provides sufficient familiarity with financial information to enable you to interpret and comfortably use financial data in your daily decisions.   
  
**Finance for Executives** will help you communicate more effectively with the CFO as well as financial specialists, including treasurers and controllers. It concentrates on the uses of financial information rather than on its preparation. You will develop skills to understand financial decisions that affect the business and operational strategy of your organization. It will also give you the knowledge and confidence to choose among the different financing sources available to your company and to assess the desirability and value of investment projects, corporate assets, and acquisitions.

*Dates*: February 11- 15, 2013; May 20-24, 2013; September 9- 13, 2013

*Location*: Chicago campus

*Fee*: $8,675

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### Financial Analysis for Non Financial Managers

<http://booth.chicagoexec.net/programs/fanm.aspx>

This five-day program will enhance your ability to understand financial reports, better communicate with financial officers in your organization, evaluate your unit's financial performance, and make sound financial decisions.  
  
The purpose of this course is to help you interpret data from financial reports, including balance sheets, income statements, budgets, and divisional performance reports to make better business decisions based upon this information. The program will teach the analysis of historical performance of financial reports and forecasting financial performance. After attending this program, you will be better able to communicate the financial goals and performances of your department within your organization as well as to outside sources.

*Dates*: April 29- May 3, 2013; August 12 - 16, 2013; December 9 - 13, 2013

*Location*: Chicago campus

*Fee*: $8,675

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## University of Michigan

### Advanced Human Resource Executive Program

<http://execed.bus.umich.edu/Programs/Advanced-Human-Resource-Executive-Program.aspx>

Human Resource management has never been more vital than it is in today's tumultuous business environment. This program, Michigan's premier HR program, has helped many an executive put HR at the strategic table by equipping them with the capabilities for linking HR strategy to organizational strategy.

Designed for HR executives and general managers, this program will substantially enhance your knowledge and competence to perform your dual roles as a member of your senior management team and as a leader of the human resources function.

Led by Michigan's world-renowned HR faculty, our *Advanced Human Resource Executive Program* is a two-week intensive immersion in best practices and leading-edge thinking, with a focus on the strategic role of HR in achieving business objectives and competitive advantage. As part of an engaging group of peers from other leading organizations around the globe, you will interact closely with the top researchers and teachers in the field of human resource management as you forge a leadership agenda and strategy for HR in your firm.

|  |
| --- |
| DATES & LOCATIONS |
| **18 Feb - 01 Mar 2013** | **Ann Arbor, MI - $23,250 USD** |  |
| **08 Jul - 19 Jul 2013** | **Ann Arbor, MI - $23,250 USD** |  |

**For further information on this program please contact: 734-763-1000**

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## University of Minnesota

### Finance for Non-Financial Managers

<http://www.csom.umn.edu/executive-education/finance-for-nonfinancial.html>

The goal of our Finance for Non-Financial Managers program is to provide managers and decision-makers who do not possess a strong grounding in finance an understanding of their firm's financial paradigm. Participants will gain a detailed understanding of critical financial fundamentals and will, as a result, be able to communicate with financial practitioners with more confidence.

*Dates*: April 15-17, 2013; October 1-3, 2013

*Fee*: $3,500

*Location*: University of Minnesota

*Contact*: 612-625-5412

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## University of Missouri

### The Financial Basics: What Every Manager Should Know

<http://mti.missouri.edu/courses/financial-basics/index.php>

This session will cover the following areas:

* Key accounting terms and financial concepts
* Financial statements and analysis tools and techniques
* Basic budget management and monitoring
* Critical components of a strong governance structure

By the end of the session, you should understand the basic financial management tools used every day and feel more comfortable in your financial decision making.

*Date*: May 21, 2013

*Fees*: $185

**For more information on this program please contact (573) 882-2860**

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### Finance for Non Financial Managers: Using Financial Information to Make Better Business Decisions

<http://www.bloch2.umkc.edu/professional-education/executive-education-center/course-listings/finance-for-non-financial-managers/index.aspx>

Using a combination of lecture, discussion, and cases, the material is presented so that you quickly learn the essential accounting concepts used to record financial activities and to prepare financial reports. The course also provides the basic concepts of financial statement analysis and financial planning that provide the foundation for business decision making.

*Dates: TBD*

*Fee: $495*

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## University of North Carolina at Chapel Hill

### Financial Analysis for Non-Financial Managers

<http://www.kenan-flagler.unc.edu/executive-development/open-enrollment/programs/financial-analysis>

During this three-day financial education program, managers will quickly learn the managerial and financial accounting skills and concepts needed to define and measure a company’s financial performance. Equipped with this financial knowledge, leaders will be able to make more informed, effective decisions within the organization.

*Dates:* April 16-18, 2013

**Tuition:** $3,700

*Location*: The Rizzo Conference Center; Chapel Hill, North Carolina

*Contact*: 1-800-UNC-EXEC or [unc\_exec@unc.edu](mailto:unc_exec@unc.edu)

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## University of Pittsburgh

### CMA – Certified Management Accounts Review Course

<http://www.business.pitt.edu/cee/programs/cma.php>

This course prepares students to pass parts I and II of the new Certified Management Accountants Exam. Using the Institute for Management Accountants (IMA) Learning System 3.0 which combines live courses, IMA study materials and online practice tests. The primary goal of this course is to prepare students for the CMA exam, it is also an excellent professional development tool for helping individuals advances their careers in accounting, finance or business management. The course is broken down into two parts and may be taken in any order.

***Dates:*** Part 2 – February 18 – May 6, 2013 (Monday evenings)

Part 1 – September - December 2013(Monday evenings)

***Application Deadline:*** Part 2 – February 1, 2013

Part 1 – TBD

***Location:*** University of Pittsburgh, PA

***Cost:*** Part 1 - $1,395 and Part 2 - $1,595

**Contact Number:** 412.648.1600

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### Project Management, Business Analysis Training

<http://www.business.pitt.edu/cee/partnerships/index.php>

Through a partnership with PMCentersUSA, you have the opportunity to receive business analysis and project management training. The business analysis training prepares individuals for the International Institute of Business Analysis Certified Business Analysis Professional (CBAP®) and Certified Competency in Business Analysis (CCBATM) certification examinations. The project management training prepares individuals for the Certified Associate in Project Management (CAPM®) and Project Management Professional (PMP®) certification examinations.

More information on [business analysis](http://www.pmcentersusa.com/training/businessanalysistraining/publicbusinessanalysistraining/universityofpittsburghbusinessanalysis/tabid/161/categoryid/24/default.aspx) training.

More information on [project management](http://www.pmcentersusa.com/training/projectmanagementtraining/publicprojectmanagementtraining/universityofpittsburgh/tabid/118/categoryid/5/default.aspx) training.

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## University of Richmond

### Mini MBA

<http://robins.richmond.edu/executive-education/mini-mba.html>

The Mini MBA®, a non-credit program, provides a practical foundation in current business theory and practices in an intensive, 14-week format. Through case studies, lecture, problem-solving exercises and interactive class sessions, you will obtain the knowledge you need to succeed within your organization. The goal of this program is to make you more effective by providing a framework of knowledge for making informed business decisions on issues affecting organizations today.

*Dates*: January 28 – April 29, 2013 (Monday evenings)

*Fees*: $3,575

*Cost:* (804) 289-8019 or [execed@richmond.edu](mailto:execed@richmond.edu)

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### Project Budget and Cost Management

<http://business.richmond.edu/executive-education/course-list.html>

An organization’s bottom-line is the primary indicator of successful cost control. Too many project managers think of cost simply in terms of sound control systems. Cost management is more than control. Cost is a factor in all phases of a project, and well-grounded project management skills directly relate to cost management success. You will learn sound techniques in managing, as well as controlling, cost. The end result is a cadre of useful tools for making cost one of the success factors for the total project.

*Dates*: March 4-5, 2013; June 10-11, 2013; November 4-5, 2013

*Fees:* $995

*Cost:* (804) 289-8019 or [execed@richmond.edu](mailto:execed@richmond.edu)

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### Accounting and Finance for Non Financial Managers

<http://business.richmond.edu/executive-education/course-list.html>

This workshop is designed to acquaint the non-financial individual or manager with the fields of accounting and finance. It introduces and explains the basic concepts in these two critical areas that all business people need to understand to be effective on the job. Anyone with fiscal responsibilities will benefit from this information-packed seminar. This common sense, application-oriented approach will allow participants to immediately understand and apply the concepts and techniques discussed.

*Dates:* April 18-19, 2013

*Fees:* $875

*Cost:* (804) 289-8019 or [execed@richmond.edu](mailto:execed@richmond.edu)

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## University of South Carolina

### Finance Essentials for the Non-Financial Manager

<http://www.moore.sc.edu/executiveeducation/managementprograms.aspx#finance>

Corporate restructuring has resulted in broadened responsibilities for many managers. Consequently, financial concerns are an increasing part of the equation, even for those who don’t have a financial background. With today’s increasing emphasis on quantitative measurement of performance, it is virtually imperative that all managers understand the basics of financial analysis. Participants are taught how to evaluate quantitative data and incorporate it into the decision-making process.

***Dates:* May 8-10, 2013; September 10-12, 2013**

***Fees:*** $1350/participant ($1050/participant for two or more)

***Contact:*** 803.777.2231 or 800.393.2362

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## University of Texas

### Accounting and Finance for Non-Financial Managers

<http://www.mccombs.utexas.edu/ExecED/Accounting-and-Finance.aspx>

Learn how to identify relevant information, apply analytical skills to make better business decisions, and take maximum advantage of business opportunities. Learn the basics or refresh your knowledge of accounting and financial terminology, and financial analysis techniques. This two-day program teaches you how concepts and strategies are integrated into your company’s big picture. You will learn the language of business and begin to understand the reality behind the numbers. Additionally, you will better understand how to address and communicate problems more effectively, identify relevant information, and apply the analytical skills needed to make better business decisions and take maximum advantage of business opportunities.

*Date:* February 14-15, 2013 *Location:* AT&T Executive Education and Conference Center

*Cost:* $2,450 (Individual Course);$11,500 - [General Management Certificate](http://www.mccombs.utexas.edu/ExecED/Executive-Development-Certificates/General-Management-Certificate.aspx) *(includes materials, lunches and breaks.)*

*Application Deadline*: Early registration is encouraged. Class size is limited and may fill to capacity. We request registrations with payment at least 3 weeks in advance of the program start date.

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## University of Virginia

### Financial Management for Non-Financial Managers

<http://www.darden.virginia.edu/web/Executive-Education/Open-Enrollment-Program/Finance/Management/>

This program provides non-financial managers a familiarity with essential financial terminology, concepts, and applications. With this knowledge, participants will be able to analyze and interpret commonly used financial information in making business decisions and work more effectively with the financial executives in their organizations.

Topics

Understanding and Recording Business Transactions

– Fundamental underlying concepts

– The accrual basis of accounting

– The accounting equation and process

Financial Accounting and Reporting

– Balance sheet

– Income statement

– Statement of cash flows

– Generally Accepted Accounting Principles (GAAP)

– Financial statement disclosures and communications

– Roles of management, the board, and the auditors

Financial Statement Analysis

– Financial ratios

– Risk analysis

– Economic profit analysis

– Working capital analysis

Strategic Cost Management

– Understanding cost behaviors and terminology

– Relevant cost analysis

– Activity thinking

– Strategic costing

Planning, Budgeting, and Performance Measurement

– Strategy implementation and performance management

– Operating budgets

– Flexible budgets

– Assessing planned vs. actual profitability

– Balanced scorecard methodology

Capital Expenditure Analysis

– Present-value concepts

– Analysis for capital appropriations

– The cost of capital and required returns

– Payback, return on investment, and net present value

*Dates:* March 17-22, 2013; October 13-18, 2013

*Fee:* $8,900 per person. The fee includes tuition, course materials, lodging, meals and certificate of participation. We accept payment by check, American Express, MasterCard and Visa. Payment is due upon receipt of invoice and/or acceptance into the program. Companies that send more than one participant to a single program offering will receive 10% off the full fee for any additional participants.

Information/Registration

Rebecca Yancey

Phone +1 877.833.3974 U.S./Canada

+1 434.924.3000 Worldwide

Fax +1 434.924-4402

Email [Darden\_Exed@darden.virginia.edu](mailto:Darden_Exed@darden.virginia.edu)

Web [www.darden.virginia.edu/exed](http://www.darden.virginia.edu/exed)

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## University of Washington

### Finance and Accounting for Non-Financial Executives

<http://www.foster.washington.edu/executive/seminars/Pages/FANE.aspx>

Today it has become even more critical to understand the key concepts and techniques of financial analysis to make better business decisions for optimal results. **Finance & Accounting for Non-Financial Executives** provides professionals with an understanding of the numbers side of business. In this certificate program you will learn how to use financial information in real-life management situations.

This three-day seminar introduces essential financial management techniques for effective decision-making and provides a solid understanding of corporate finance. It equips professionals with a comprehensive working knowledge of financial principles and a strong foundation in financial management analysis. You will learn to interpret crucial financial data in ways that will enable you to improve your personal effectiveness and make a more productive corporate contribution. The program will give you the opportunity to meet with peers, share experiences and expand their business knowledge.

*Dates*: May 16-18, 2012

*Location*: UW campus

*Fee*: $2,475

**For more information on this course please contact 202-543-8560**

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## University of Wisconsin - Madison

### Business Acumen and Strategy for Managers

<http://exed.wisc.edu/Courses/Business-Acumen-and-Strategy-for-Managers>

Many successful, critical thinking decision making executives have difficulty bridging the gap between functional expertise and general management skills. All too often, the specialized skills that made them invaluable in their former role become far less useful in a general management role, while the need for general business skills and decision making tools increases.

This skill is often referred to as “business acumen,” which is described as an intuitive understanding of how companies make money and a realization that a compelling vision can be effectively translated into an actionable strategy. We have all met people who have this ability, and we understand that this skill will carry these people much further than specialized expertise alone. This course will “jump start” your business acumen, help you develop compelling business strategies and a communications plan.

Learn how to:

* Gain a realistic picture of your company’s position, market, and potential
* Examine the external environment and understand how external changes affect your company’s ability to succeed
* Analyze business in relation to your key competitors and what the future will look like
* Understand how to measure the performance of your business, using standards that are highly correlated with value creation
* Integrate your competitive analysis and financial metrics to improve your business decision making
* Create an actionable business strategy, create stakeholder buy-in and a complete strategy implementation map
* Improve your business skills by learning the right financial terminology

*Program Dates:* [*June 3-5, 2013; October 14-16, 2013*](http://exed.wisc.edu/Courses/Executive-Leadership-in-Sales-Management)

*Program Tuition: $1,895 USD*

*Contact Number: 608-441-7357*

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### Finance and Accounting for Non-Financial Executives

<http://exed.wisc.edu/Courses/Finance-and-Accounting-for-Non-Financial-Executives>

**This course provides** two-and-one-half days of expert instruction, engaging discussion and real-world case studies designed to help you strengthen your business acumen and master the financial language of business. You’ll join in lively discussions with experienced moderators who will take you beyond intimidating financial terms and tools and show you what the numbers really mean…and how you can use them to your advantage.

With the powerful knowledge gained during this session, you’ll be able to:

* + Strengthen your business acumen for a better understanding of how your business works
  + Avoid problems and seize opportunities by understanding how your department’s decisions affect other departments and, in turn, how their choices affect yours
  + Get your projects approved easily by backing up your proposals with solid financial information
  + Acquire valuable insight into the operations of your competitors and suppliers by interpreting their financial statements (You’ll better understand your own company’s operations and objectives, too!)
  + Acquire and maintain control over cash using proven cash management techniques
  + Create a useful departmental budget that will easily integrate into organizational budgeting process
  + Find out how Return on Assets (ROA) and Return on Equity (ROE) can be used and assess whether you are building value in your organization
  + Understand the difference between internally and externally reported financial information, and the strengths and weaknesses of each
  + Make timely, cost-effective decisions and identify appropriate initiatives and projects when you know what drives costs in your organization
  + Improve the profitability of your department and your company, and be seen as a knowledgeable professional who is capable of taking a greater leadership role in your organization

*Program Dates: [February 6-8, 2013; March 18-20, 2013; May 8-10, 2013; July 10-12, 2013;](http://exed.wisc.edu/Courses/Financial-Analysis-Techniques)*

*[September 9-11, 2013; October 21-23, 2013; December 4-6, 2013](http://exed.wisc.edu/Courses/Financial-Analysis-Techniques)*

*Program Tuition: $2,095 USD*

*Contact Number: 608-441-7357*

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### IT Business Alignment: Bridging the Gap Between Technology and Business Strategy

<http://exed.wisc.edu/Courses/IT-Business-Alignment-Bridging-the-Gap-Between-Technology-and-Business-Strategy>

In today’s business climate, everyone understands the need to shorten the time to act on business opportunities or react from industry threats. IT is a critical tool to help support business strategy. Unfortunately, IT investment and implementation isn’t always aligned with the business needs. Participants completing this course will have the tools and knowledge needed to prevent misalignment and achieve measurable business benefit.

You will learn to:

* + Demystify IT to others and show its value to the business model and strategic objectives
  + Understand project portfolio analysis and determine initiatives that need the greatest focus, resources
  + Be able to better use technology to increase revenues, productivity and efficiency
  + Identify tools that help diagnose IT misalignment and learn how to use them to remedy problems
  + Maximize asset utilization and extract every dollar from enterprise systems
  + Develop people to ask the right questions about IT and business strategy

*Program Dates:* [*[April 30-May 1, 2013; October 24-25, 2013](http://exed.wisc.edu/Courses/Financial-Analysis-Techniques)*](http://exed.wisc.edu/Courses/Managing-Project-Risks)

*Program Tuition: $1,395 USD*

*Contact Number: 608-441-7357*

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Financial Analysis Techniques<http://exed.wisc.edu/Courses/Financial-Analysis-Techniques>

This course will teach more than how to calculate equity cost of capital, the rules of GAAP financial statements, or the best way to determine indirect cash flow. This intensive, highly focused course will also teach techniques to help you communicate more effectively with investors, lenders, and others you deal with in business on a daily basis. This two-day course also uses case studies and analyzes actual financial statements to deliver the valuable insights you need to:

* + Create effective financial forecasts and models
  + Develop approaches to estimating your cost of capital, net cash flow, and equity value
  + Evaluate the quality of reported earnings
  + Identify adjustments to financial statements which may improve transparency
  + Assess cash flow needs through cash flow calculation and cash flow analysis
  + Link operational changes to shareholder value
  + Incorporate financial measures to determine management’s performance and efficiency
  + Review the effective use of ratio analysis

*Program Dates:* [*[May 22-23, 2013; September 18-19, 2013](http://exed.wisc.edu/Courses/Financial-Analysis-Techniques)*](http://exed.wisc.edu/Courses/IT-Business-Alignment-Bridging-the-Gap-Between-Technology-and-Business-Strategy)

*Program Tuition: $1,395 USD*

*Contact Number: 608-441-7357*

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Supply Chain Leadership<http://exed.wisc.edu/Courses/Supply-Chain-Leadership>

Supply chains are extraordinarily complex and no single solution exists to resolve all issues that arise. This course contains no fads, no silver bullets, no three-letter acronyms and no wishful thinking. Diagnosing supply chain problems, incorporating quality into strategic planning, quantifying improvement opportunities, and leading improvement initiatives requires difficult data analysis, tough choices, and hard work. The purpose of this course is to simplify the complicated and explore different approaches for improving business performance, basic business information systems, distribution center performance metrics, integrated inventory management programs, procurement performance metrics, and customer service performance metrics.

Issues Targeted in this Course

* + Risks in supply chain management
  + Inventory management optimization
  + Performance measurements in the supply chain: useful project performance metrics
  + Direct approach to strategic planning as it relates to production strategies
  + Role of information technology in supply chain management
  + Aligning information systems with business

Objectives and Benefits

* + Integrate supply chain strategy, planning, and execution
  + Analysis of supply chain management and measuring supply chain performance: diagnose the root causes of poor performance
  + Quantify the devastating effects of uncertainty on supply chain performance
  + Develop methods for identifying organizational structure and performance metric disconnects

*Program Dates:* [*[May 20-22, 2013; September 25-27, 2013](http://exed.wisc.edu/Courses/Financial-Analysis-Techniques)*](http://exed.wisc.edu/Courses/Beyond-Price-Negotiation-Strategies-for-Practical-and-Profitable-Agreements)

*Program Tuition: $1,795 USD*

*Contact Number: 608-441-7357*

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### Managing Project Risks

<http://exed.wisc.edu/Courses/Managing-Project-Risks>

Risk is a given in any project, and the better you understand how to identify and prepare for it, the more likely you are to minimize your risk exposure. Under the guidance of a seasoned project manager, you’ll learn a systems approach and process for identifying, analyzing, planning and controlling risk. The process includes tools, techniques and templates for dealing with different types of project risks, and you’ll have the opportunity to practice identifying and analyzing risk, especially showstoppers. You’ll also learn how the comprehensive risk management plan enables you and your project team to proactively manage issues that could negatively affect the successful control and completion of your project.

Learn how to:

* + Use a systems approach for identifying, assessing and managing risks
  + Determine the how and when of managing risks
  + Use a work breakdown structure (WBS) in the risk management process
  + Apply risk identification techniques to your projects
  + Identify categories of risk
  + Use risk assessment/analysis techniques
  + Reduce risk through planning and proven strategies
  + Integrate risk management into the project plan

*Program Dates:* [*[March 18-20, 2013; June 19-21, 2013; August 26-28, 2013; December 4-6; 2013](http://exed.wisc.edu/Courses/Financial-Analysis-Techniques)*](http://exed.wisc.edu/Courses/Strategic-Sales)

*Program Tuition: $1,795 USD*

*Contact Number: 608-441-7357*

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## Vanderbilt University

### Finance & Accounting for Non-Financial Managers

[http://www.owen.vanderbilt.edu/vanderbilt/programs/executive-development-institute/open-enrollment-programs-for-individuals/program-catalog/course-details.cfm?customel\_datapageid\_31775=39758](http://www.owen.vanderbilt.edu/vanderbilt/programs/executive-development-institute/open-enrollment-programs-for-individuals/pro)

Today’s business climate makes it more important than ever to understand how to use financial systems to control costs, identify customers with potential financial problems and pinpoint opportunities for enhancing profits.  
  
While giving you a foundation in the basics of accounting and finance, this program also shows you how to uncover profit potential hidden in the financial numbers and guide capital to its most productive use.  
  
This three-day program helps you understand the numbers to manage more efficiently.

What You Will Learn

You’ll learn ideas and techniques you can apply right away, including:

* How to assess and recognize financial risks in advance
* Interpreting the financial strength of a product line, division or company
* Methods for identifying factors that improve your cash cycle
* Evaluating and choosing investment projects that maximize company value

*Dates*: March 4-6, 2013: October 7-9, 2013  
*Location*: Owen Graduate School of Management, Nashville, TN

*Cost*: $2,970

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## Washington University St. Louis

### Building Competitive Advantage Through Strategy

<http://www.olin.wustl.edu/executiveeducation/OPP/Pages/UpcomingSeminars.aspx>

Competing successfully today within industry requires more than routine planning and forecasting. Sustained success requires that firms obtain positions of competitive advantage. Participants in this seminar will adopt the perspective of a general manager and grapple with questions of how such positions can be obtained. You will develop tools for understanding your industry and environment, assessing your resources and capabilities, and analyzing your business model. You will depart with a clearer understanding of how to craft strategy in your business so it delivers competitive advantage.

*Date*: November 1, 2012

*Location*: St. Louis

*Fee*: $750

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Business Acumen for Lawyers Certificate  
<http://www.olin.wustl.edu/executiveeducation/CertificatePrograms/Law/Pages/default.aspx>

A clear understanding of such topics as finance, accounting, corporate strategy and leadership is both critical for communication with business clients and the effective management of a successful firm. Washington University’s *Business Acumen for Lawyers Certificate* program provides a thorough yet encompassing overview of these topics for law professionals. Successful completion of the program will result in a *Business Acumen for Lawyers Certificate* issued by Washington University in St. Louis, Olin Business School. The *Business Acumen for Lawyers Certificate* program is offered in two convenient 2-day modules designed to maximize learning and accommodate demanding schedules.

- Equip yourself with important business skills to successfully understand the business pressures faced by your clients

- Elevate your management knowledge to succeed in today’s competitive environment

- Energize your education with interactive team learning

- Explore innovative ideas and practical feedback with faculty, industry experts and professional peers

- Advance operational excellence in your organization

- Become part of the global Washington University network

*Dates: Two two-day modules: February 5-6, 2013; March 26-27, 2013  
Application Deadline: TBD  
Program Tuition: $4000 USD*

*Contact Number: (314) 935-9494*

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### Business Models Innovation

<http://www.olin.wustl.edu/Events/Pages/Event.aspx?CID=714%7CExecutive+Programs+Calendar&Referrer=http%3A%2F%2Fwww.olin.wustl.edu%2FPages%2Fdefault.aspx>

Learn howto create and implement business models that change the nature of competition in an industry. Examine how new entrants can use business model innovation to upstage and dominate longstanding industry leaders, and the ways for incumbent firms to protect their attacked market by reinventing business models capitalizing on the strengths of their ongoing operations. Executive and business leaders will be provided with a comprehensive framework to help make business model innovation a consistent, repeatable process for growth, value creation and corporate renewal.  Emphasis will be placed on both the formulation of innovative business models as well as on the effective execution of such innovations.

*Date*: TBD

*Location*: St. Louis

*Fee*: $750

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### Creating Value Through Mergers and Acquisitions

<http://www.olin.wustl.edu/executiveeducation/OPP/Pages/default.aspx>

In this highly competitive marketplace, mergers and acquisitions can allow a firm to execute its strategy and deliver value to shareholders expeditiously. However, the M&A waters are fraught with failures and value destruction. In this seminar, we will highlight the common pitfalls in such deals and develop techniques of best practice for target identification, deal valuation and post-deal integration deals. We will also describe the latest empirical findings from scientific studies of these kinds of deals and devote attention to the valuation of privately owned companies.

*Dates: October 9-10, 2013 (Two day seminar)  
Application Deadline: Open Enrollment   
Program Tuition: $1,500 USD*

*Contact Number: (314) 935-9494*

### Disruptive Strategies

<http://www.olin.wustl.edu/executiveeducation/OPP/Pages/default.aspx>

Learn how to create and implement business models that change the nature of competition in an industry. Examine how new entrants can use business model innovation to surpass long-standing industry leaders and the ways for incumbent firms to protect their attacked markets by reinventing business models capitalizing on the strengths of their ongoing operations. Attendees will learn about a comprehensive framework to help make business model innovation a consistent, repeatable process for growth, value creation and corporate renewal. Emphasis will be placed both on the formulation of innovative business models and on the effective execution of such innovations.

*Dates: September 26, 2013  
Application Deadline: Open Enrollment   
Program Tuition: $750 USD*

*Contact Number: (314) 935-9494*

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### Finance for Nonfinancial Managers

<http://www.olin.wustl.edu/executiveeducation/OPP/Pages/default.aspx>

Build your financial acumen with this overview of financial accounting – including an introduction to ratio analysis, value creation and capital budgeting for project selection.

*Dates: February 20, 2013  
Application Deadline: Open Enrollment   
Program Tuition: $750 USD*

*Contact Number: (314) 935-9494*

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### Financial Skills for Nonfinancial Managers (CERTIFICATE PROGRAM)

<http://www.olin.wustl.edu/executiveeducation/CertificatePrograms/FinancialSkills/Pages/default.aspx>

Finance touches everyone in the organization – through the company’s performance metrics, capital allocation decisions or strategic planning. This program equips managers in functional areas outside of finance with the financial literacy and analytical tool box to understand financial metrics, measure value and interact with confidence on finance-related issues.

*Dates:* **Module 1:** October 25-26, 2012; **Module 2:** December 12-13, 2012; **Module 3:** January 22-23, 2013

*Location*: St. Louis

*Fee*: $6,000

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### Leveraging Social Media for Maximum Impact

<http://www.olin.wustl.edu/executiveeducation/OPP/Pages/default.aspx>

Social media sites such as LinkedIn, Facebook, Twitter, YouTube and Yelp are fundamentally changing how consumers communicate with each other and evaluate product information. This seminar will address the implications of the advent of social media for various aspects of managing businesses. It will also address the new business models that are emerging as a result of social media.

*Dates: April 24, 2013  
Application Deadline: Open Enrollment   
Program Tuition: $750 USD*

*Contact Number: (314) 935-9494*

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## Wharton-University of Pennsylvania

### Advancing Business Acumen

<http://executiveeducation.wharton.upenn.edu/open-enrollment/strategy-management-programs/advancing-business-acumen.cfm>

Drawing on key faculty and content from Wharton’s top-ranked MBA program, *Advancing Business Acumen* introduces you to the fundamentals every successful manager needs in marketing, finance, strategy, negotiations, operations, and leadership. The challenging blend of interactive lectures, case studies, simulations, group discussions, and faculty dialogue will immerse you in the core concepts of business. The application exercises will stretch your managerial and strategic perspectives, sharpen your business instincts, and expand your ability to tackle new management challenges.

From this week-long program you will gain a robust business vocabulary that will allow you to communicate effectively across business functions. The knowledge you gain will be immediately applicable to help you resolve organizational challenges in your business. You will also enhance your strategic thinking by understanding how operational and financial decisions affect strategic and marketing efforts.

In this program, session topics will include:

* Strategic Management
* Leadership and Value-Driven Decision Making
* Market Segmentation and Positioning
* Essentials of Finance
* Operations Strategy
* Managing across Organizational Boundaries
* Executive Negotiation Workshop

*Program Date: May 19-24, 2013*

*Program Tuition: $10,250 USD*

*Contact Name: Katrina S. Clark*

*Contact Number: 215-898-1776*

*Contact Email –* [*execed@wharton.upenn.edu*](mailto:execed@wharton.upenn.edu)

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### Finance and Accounting for the Non-Financial Manager

<http://executiveeducation.wharton.upenn.edu/open-enrollment/finance-programs/finance-accounting.cfm>

The program teaches the core concepts of finance and accounting in a straightforward and easy-to-understand manner, including terminology and principles, financial statements, distinction between income and cash flow, and valuation. You will learn how financial data is used to make business decisions and to evaluate a firm's performance.

A primary objective of this course is to make its content applicable to your own business or managerial circumstances. You are taught to relate the numbers of finance and accounting to business reality and to assess whether financial reports depict that reality faithfully. Since we believe learning is enhanced by real applications, case studies are used daily. They are prepared by small groups of participants, and then discussed by the class as a whole.

Become a more discerning reader of financial information, and gain a practical understanding of how financial data is used to make business decisions and evaluate performance.

In this program, you will:

* Learn to read and assess financial statements.
* Understand how the numbers are generated and manipulated.
* Gain exposure to diverse financial approaches, including methods of valuation and ways to use hedging and derivatives to reduce risk exposure.

*Program Date: January 28-February 1, 2013, March 6-May 10, 2013, October 7-11, 2013*

*Program Tuition: $9,700 USD*

*Contact Name: Katrina S. Clark*

*Contact Number: 215-898-1776*

*Contact Email –* [*execed@wharton.upenn.edu*](mailto:execed@wharton.upenn.edu)

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### Integrating Finance and Strategy for Value Creation

<http://executiveeducation.wharton.upenn.edu/open-enrollment/finance-programs/finance-strategy-for-value-creation.cfm>

***Integrating Finance and Strategy for Value Creation*** will help you understand the latest corporate financial policies and practices. Instead of spreadsheets and accounting, this program takes a broader perspective on finance. You will explore issues such as capital structures, cost of capital, diversification, risk, capital budgeting, financial policy, the financial implications of nonfinancial decisions, and how to earn the minimum acceptable rate of return on an investment. You’ll also examine the nonfinancial factors that contribute to value and learn how to evaluate the financial consequences of your decisions.

This program uses case studies to illustrate how companies attempt to create shareholder value. Faculty members also encourage you to think about and question your current approach to financial decisions and introduce you to new perspectives and techniques.

In this program, you will:

* Demystify the process of creating shareholder value and create a cost-of-capital culture within a company.
* Gain techniques to evaluate the financial impact and value of strategic decisions.

*Program Date: February 25-March 1, 2013, September 23-27, 2013*

*Program Tuition: $9,700 USD*

*Contact Name: Katrina S. Clark*

*Contact Number: 215-898-1776*

*Contact Email –* [*execed@wharton.upenn.edu*](mailto:execed@wharton.upenn.edu)

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## Worcester Polytechnic Institute

### IT Leadership Development Program

<http://cpe.wpi.edu/itleadership.html>

Today, a shortage of senior information technology (IT) professionals, who are technically competent and great communicators and managers, is preventing many IT teams from playing a strategic role in their organizations. The result is that these IT teams are being unwillingly driven away from the strategy and executive tables. WPI's new IT Leadership Development Program was designed to help CIOs enhance their teams by building individual team members’ leadership and communication skills and confidence by focusing on:

* Understanding the IT challenge
* The nature of IT costs
* Creating a culture of IT innovation
* Measuring IT performance
* Teamwork and communications
* Change management
* Value creation
* Customer intimacy
* Leading and making critical decisions

*Dates:* TBA *Location:*Worcester, MA *Costs:* TBA

*Delivery Type*: Open Enrollment and Onsite available

***\*For more information on this certificate program, please contact 508.831.5517 or email at*** [*cpe@wpi.edu*](mailto:cpe@wpi.edu)

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### Graduate Business Certificate

<http://www.wpi.edu/academics/business/certificates.html>

Graduate business certificates are designed for technical and business professionals seeking focused, in-depth knowledge within a specific area of technology management. Certificates include: Information Security Management; Information Technology; Management of Technology; and Technology Marketing, and range in length from 5-6 courses. Students may also customize their own graduate business certificate program.

*Courses:* For graduate course catalog, [click here](http://www.wpi.edu/academics/business/gradcourses.html)

*Dates:* TBA

*Cost: $*1,239 per credit

*Location:* On-site or Blended

***\*For more information on this program please contact 508.831.5517 or email at*** [***cpe@wpi.edu***](mailto:cpe@wpi.edu)

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### Master of Science in Operations Design and Leadership

<http://www.wpi.edu/academics/business/msodl.html>

The MSODL is a comprehensive Operations Management program that provides balance between service and production management, and offers the option to concentrate in either Supply Chain Management or Process Design, or to customize the degree with a broad selection of electives focusing in-depth on issues in operations management and related business areas.

*Courses:* For graduate course catalog, [click here](http://www.wpi.edu/academics/business/gradcourses.html)

*Dates:*TBA

*Cost: $*1,239 per credit

*Location:* On-site or Blended

***\*For more information on this program please contact 508.831.5517 or email at*** [***cpe@wpi.edu***](mailto:cpe@wpi.edu)

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### Master of Science in Management

<http://www.wpi.edu/academics/business/msmgmt.html>

The MSMGM offers students the flexibility to tailor a course of study to their interests and career objectives. If you seek a focused program, improving your business skills while excelling in technology-based organizations, the MSMGM is right for you. An alternative track provides a compelling pathway to an MBA that recognizes the value of work experience. Upon receiving your MSMGM from WPI, and after a minimum of 2 years of work experience and within 6 years of completing your MSMGM, you may apply to complete the requirements for a WPI MBA— just 7 additional courses, including the hallmark project experience of WPI.

*Courses:* For graduate course catalog, [click here](http://www.wpi.edu/academics/business/gradcourses.html)

*Dates:* TBA

*Cost: $*1,239 per credit

*Location:* On-site or Blended

***\*For more information on this program please contact 508.831.5517 or email at*** [*cpe@wpi.edu*](mailto:cpe@wpi.edu)

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## Xavier University

### Executive Certificate in Financial Planning

<http://xavierleadershipcenter.com/programs/executive-certificate-in-financial-planning/>

Xavier offers this program in partnership with Kaplan Schweser, the leading provider of financial planning and education materials.  Kaplan Schweser has helped more than 10,000 financial professionals pass the CFP® Certification Examination. Because of Kaplan’s extensive experience in providing financial planning education, students participate in an efficient and effective learning environment.

Financial markets are complex and dynamic. Financial professionals must continually update their knowledge and skills to help clients manage their financial assets and minimize financial risks to achieve their goals.   Whether you are new to the financial services industry or a seasoned financial services professional, this program is designed to be equally beneficial.   An outstanding faculty presents the material in a manner that is clear, concise and understandable. The program will focus on the technical aspects, practical application, ethical and professionalism of financial planning.

Completing this program meets the education requirements needed to sit for the CFP Certification Examination, and prepares you to be successful taking the test.

Build credibility with clients through continuing to develop your financial expertise, and demonstrating your knowledge through industry recognized certification.

*Dates: January 24-September 28, 2013  
Application Deadline: January 17, 2013*

*Costs: $4,500 USD*

*Contact Number: 513-745-3396 or 800-982-2673*

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### Lean Certificate Program

<http://xavierleadershipcenter.com/programs/lean-certification-program/>

Whether you work in manufacturing or are seeking a leaner process for your work in an office, hospital or service industry setting, by developing your lean expertise you will reduce your risk of failure, drive meaningful cultural change and establish best practices that will make a long-term impact.   The ***Lean Certificate Program*** will enable you to successfully lead processes that reduce waste, improve efficiency and enhance customer satisfaction.

XLC’s ***Lean Certificate Program*** combines highly-specialized classroom experience and work-related homework to move beyond the basic principles.  This program is built around *applied learning* to truly help you master Lean as it relates to real world situations and problems.  Through this hands-on learning model, you gain an in-depth understanding of the Lean approach and tools *and* you actually use them, on a real world, work related project.

After you complete the intensive classroom portion of the certificate program, you’ll undertake an individual project featuring a before-and-after lean process review, focusing on error reduction and waste elimination. You’ll achieve certification upon demonstrating successful application of lean principles.

*Dates:* April 23-26, 2013 *Application Deadline:* April 16, 2013

*Costs:* $1,995 USD

*Contact Number:* 513-745-3396 or 800-982-2673

*Location:* Xavier University, Cincinnati, Ohio

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### Project Management Certificate Program

<http://xavierleadershipcenter.com/programs/project-management-certificate-program/>

XLC’s ***Project Management Certificate Program*** is our most popular certificate program.  Taught by ***Denny Evans***, an industry experienced practitioner, this hands-on program helps individuals understand the overall principles of project management and develop communication strategies, strategic planning skills and managerial insight to ensure projects are completed on time, on budget and within scope.  Participants will be given the opportunity to link program content with their specific projects and challenges, so learning is more than theoretical.  It is applied, enabling project managers to be more successful in achieving desired outcomes, on their real projects with all the unique issues they present.

NOTE: This is an intensive six-day course spanning three modules, and includes submission of a follow-up assignment after each class.  Successful participation in each entitles you to continuing education units and a certificate in Project Management from Xavier University.

*Dates:* March 5-6, April 9-10 and May 7-8, 2013; *June 4-5,* July 9-10, and Aug. 6-7, 2013 *Application Deadline:* February 26, 2013; May 28, 2013

*Costs:* $2,500 USD

*Contact Number:* 513-745-3396 or 800-982-2673

*Location:* Xavier University, Cincinnati, Ohio

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### Six Sigma Black Belt Certificate Program

<http://xavierleadershipcenter.com/programs/six-sigma-black-belt/>

With our ***Six Sigma Black Belt Certification*** program, not only will you develop the comprehensive knowledge needed to earn certification, but you will practice applying that learning throughout the program. This hands-on and project-based program will enable you to expand your knowledge in Six Sigma and turn that knowledge into action that delivers measurable improvements in business performance.  You will practice sophisticated statistical decision-making tools and learn how to communicate and leverage results from these analysis to impact behavior, decisions and ultimately, delivery of the level of quality required for Six Sigma and customer satisfaction excellence.

You will discuss your specific issues and challenges and identify the best approach and tools to drive improvement.   Additionally, you will learn how to integrate the tools of Six Sigma and problem solving techniques, to engage *others* to deliver Six Sigma results, as well.

*Dates:* May 6-10, 2013 *Application Deadline:* April 29, 2013

*Costs:* $2,570 USD

*Contact Number:* 513-745-3396 or 800-982-2673

*Location:* Xavier University, Cincinnati, Ohio

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### Six Sigma Green Belt Certificate Program

<http://xavierleadershipcenter.com/programs/six-sigma-green-belt/>

Six Sigma Green Belt Certification enables you to confidently contribute to Six Sigma projects and provide expertise and recommendations using Six Sigma tools with your functional teams.  Through demonstrations and hands on exercises you will learn and apply the statistical tools that are fundamental to the DMAIC model, so you will be prepared to apply these to your own work. You will discuss your specific issues and challenges and identify the best approach and tools to drive improvement.   Additionally, you will learn how to integrate the tools of Six Sigma and problem solving techniques, to engage others to deliver Six Sigma results, as well.

*Dates:* April 15-16-17, 2013 *Application Deadline:* April 8, 2013

*Costs:* $1,570 USD

*Contact Number:* 513-745-3396 or 800-982-2673

*Location:* Xavier University, Cincinnati, Ohio

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### Six Sigma Yellow Belt Certificate Program

<http://xavierleadershipcenter.com/programs/six-sigma-yellow-belt/>

Companies who implement Six Sigma strive for near perfect products or services to drive customer satisfaction.  This program is the *first step*  in helping individuals play a more leading role in implementing Six Sigma through project teams and individual contributions.  Six Sigma Green Belt and Black Belt Certification are the next steps in providing deeper knowledge and applied experience in Six Sigma.

In ***Six Sigma Yellow Belt*** you will be introduced to the world of Six Sigma — how it “works”, the language, tools, and the outcomes.  Through case studies, you will learn and discuss how businesses like Motorola and GE, have reinvented their companies by meeting Six Sigma standards.  You will learn how quality management has evolved into a process for sustained excellence, studying specific tools used by experts to help achieve these results.  You will also develop a greater appreciation for your role in implementing Six Sigma principles and practices.

*Dates:* April 11, 2013 *Application Deadline:* April 4, 2013

*Costs:* $595 USD

*Contact Number:* 513-745-3396 or 800-982-2673

*Location:* Xavier University, Cincinnati, Ohio

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# ECQ 5: Building Coalitions

This core qualification involves the ability to build coalitions internally and with other Federal agencies, State and local governments, nonprofit and private sector organizations, foreign governments, or international organizations to achieve common goals.

## 

## BRODY Professional Development (BRODY)

### Political Savvy 1:1 Coaching

[www.brodypro.com](http://www.brodypro.com)

You understand your organization’s formal organizational structure, but the informal culture and internal politics leaves you frustrated. This coaching session is designed to benefit those whose lack of understanding leaves them undervalued, stymied, and unable to gain traction for their ideas.

Participants will learn about the informal organization and how to gain respect, which leads to better productivity. Department areas can be seen more as partners who meet organizational goals. Participants also gain an understanding of networking power to create collaboration, and how to manage organizational politics as a fact of life -- reducing employee frustration and stress.

**1:1 Coaching initiative with Sr. Training Facilitator/Coach (1-day face-to-face & 3 coaching calls):**

1. Initial 20-minute, pre-coaching call to discuss specific objectives & the coaching plan (& select dates)
2. 1-hour Coaching Conference call to begin coaching and address specific objectives
3. Full-day Face-to-Face Coaching Session to discuss, role play, practice and work on specific needs
4. 1-hour Follow-up Coaching Conference call to discuss homework, progress and wrap up

**Business Outcomes:** *As a result of this coaching program, participants will be able to:*

* Discuss and demonstrate their understanding of appropriate organizational action
* Gain a better awareness of informal and formal business expectations
* Build advocacy at the leadership level

**Coaching Outline:**

1. Self-Assessment of Office Basics with a review of specific real-world situations
2. Brainstorming Session on Various Real World Scenarios
3. How have office politics benefited or hindered your value to the organization?
4. How do you access or plan to navigate organizational roadblocks and build value for ideas?
5. How do you build advocacy for your ideas within the organization?
6. How do you establish integrity & demonstrate leadership within your roles? What is the value?
7. Note- the coaching outline and objectives will be determined on the initial 30 minute phone call

Dates: All Dates TBD by participant

Location: TBD

Deadline: December 31, 2013

Program Tuition: $4,950 plus reasonable trainer travel for Senior Training Consultant OR

$5,500 for Marjorie Brody, Certified Coach and Owner

Registration: Online Registration not available for this course, please see contact # below

Contact Number: Tina at 215-908-4601 or 215-886-1688 [tina@brodypro.com](mailto:tina@brodypro.com)

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### Influencing Without Authority 1:1 Coaching

[www.brodypro.com](http://www.brodypro.com)

Getting results, accomplishing objectives, completing projects … all are critical in the workplace. Being able to influence others to accomplish these things when you don’t have immediate authority is an essential skillset.

Participants will develop greater awareness and mastery of how to influence others using a strategic planning approach. They’ll practice influencing techniques and enhance their learning with videos, exercises, tools and group discussions.

**1:1 Coaching initiative with Sr. Training Facilitator/Coach (1-day face-to-face & 3 coaching calls):**

1. Initial 20-minute, pre-coaching call to discuss specific objectives & the coaching plan (& select dates)
2. 1-hour Coaching Conference call to begin coaching and address specific objectives
3. Full-day Face-to-Face Coaching Session to discuss, role play, practice and work on specific needs
4. 1-hour Follow-up Coaching Conference call to discuss homework, progress and wrap up

Business Outcomes: *As a result of these coaching sessions, participants will be able to:*

* Recognize, understand and utilize the effective building blocks of influencing
* Understand DISC behavioral styles and determine how to adapt to them in order to influence effectively
* Use influencing tools (the Influence Planning Guide)
* Apply the Six Weapons of Influence

Coaching Outline:

1. Agree to the Definition of Influencing without Authority

2. Recognize the Building Blocks of Influencing

3. Differentiate the Old & New Business Approach

4. Understand and Apply the DISC Model Strategy (Dominant, Influence, Steady, Conscientious)

5. Influencing Planning Guide

6. Recognize and Apply the Six Weapons of Influence

Dates: All Dates TBD by participant

Location: TBD

Deadline: December 31, 2013

Program Tuition: $4,950 plus reasonable trainer travel

Registration: Online Registration not available for this course, please see contact # below

Contact Number: Tina at 215-908-4601 or 215-886-1688 [tina@brodypro.com](mailto:tina@brodypro.com)

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### Winning Negotiations 1:1 Coaching

[www.brodypro.com](http://www.brodypro.com)

Overview: Everyone can think of a colleague who consistently lands both the best deals *and* the new clients with ease. That *can* be you. Negotiation skills can be learned and immediately applied to all aspects of your work and personal dealings.

“Winning Negotiations” coaching will help you to develop critical negotiation behaviors by applying fundamental negotiation principles, and uncovering your tendencies, habits, and comfort zones. The tips, strategies, and techniques shared in this session will help you become a confident negotiator with internal and external customers – to create a win-win.

**1:1 Coaching initiative with Sr. Training Facilitator/Coach (1-day face-to-face & 3 coaching calls):**

1. Initial 20-minute, pre-coaching call to discuss specific objectives & the coaching plan (& select dates)
2. 1-hour Coaching Conference call to begin coaching and address specific objectives
3. Full-day Face-to-Face Coaching Session to discuss, role play, practice and work on specific needs
4. 1-hour Follow-up Coaching Conference call to discuss homework, progress and wrap up

**Business Outcomes:** *As a result of these coaching sessions, participants will be able to:*

* Manage the competitive and collaborative aspects of negotiations with confidence and ease
* Recognize the strengths of their unique negotiating style, and practically apply them
* Use the negotiating styles of their most demanding clients and vendors to establish mutually beneficial, win-win agreements
* Understand the power of identifying interests instead of positions
* Practice behaviors and principles to improve their negotiating skills
* Learn and apply a structural and behavioral model for collaborative negotiations

Dates: All Dates TBD by participant

Location: TBD

Deadline: December 31, 2013

Program Tuition: $4,950 plus reasonable trainer travel for Senior Training Consultant

Registration: Online Registration not available for this course, please see contact # below

Contact Number: Tina at 215-908-4601 or 215-886-1688 [tina@brodypro.com](mailto:tina@brodypro.com)

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## Brookings Institution

### The Art and Science of Negotiation

<http://www.brookings.edu/about/execed/programs/artnegotiation>

To achieve organizational goals, today’s executives must develop an ability to employ a full range of negotiation techniques—from win-win to no deal. They need to be able to identify whom programs and policies impact, identify who loses and gains from a particular action, and know the strategic value of understanding one’s "best alternative to a negotiated agreement." This strategy goes beyond simple influence and persuasion techniques to a finely honed ability to understand how and when to apply sophisticated negotiation methods.

In this dynamic, interactive three-day program, you will learn both the strategy and psychology of effective negotiation; how to involve potential opponents in discussion to find common ground; and how to enhance the likelihood of achieving true consensus. Experiential learning methods will give you hands-on practice with negotiation skills and help you achieve long-term solutions to seemingly intractable problems.

This program will help you:

* Apply the theory of negotiation to the practice of finding solutions
* Gain greater insight into your own strengths and weaknesses as a negotiator
* Nurture the ability to ask purposeful questions to facilitate group clarity around goals, processes, and roles
* Gain an ability to examine and resolve conflicts that impede healthy relationships, internally and externally

*Dates:* June 4-6, 2013

*Location:* The Brookings Institution (Washington, DC)

*Cost:* $2,695

**For more information on this program or for additional dates please contact: (800) 925-5730**

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### Inside Washington: Understanding Federal Decision Making

<http://www.brookings.edu/about/execed/programs/insidewashington>

Learn what makes Washington tick in discussions with federal agency leaders, members of Congress, journalists, diplomats, and advocates—in addition to renowned experts from Brookings. This insider’s guide to policy-making exposes you to executive-branch thinking, regulatory pressures, and political influences on Congress that will help you better advance your agenda in Washington. Take this program together with [Inside Congress: Understanding the Legislative Process](http://www.brookings.edu/execed/programs/insidecongress101.aspx) to get an extensive, firsthand guide to how government really works.

*Dates:* June 3-5, 2013

*Location:* Brookings Institution (Washington DC)

*Cost:* $2,575

**For more information on this program or for additional dates please contact: (800) 925-5730**

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### Science and Technology Policy Issues

<http://www.brookings.edu/about/execed/programs/sciencetech>

Explore how the U.S. government deals with science- and technology-related policy issues, and discuss ways to foster federal agencies’ creativity, innovation, and effectiveness. Hear directly from renowned scientists on their new discoveries, and learn whether the political environment threatens or supports current research and development and policies. Notable speakers, such as the chairman of the House Science Committee, key staffers and the White House Director of Science and Technology Policy, provide insights to potential hurdles and challenges facing federal science-related agencies.

*Dates:* June 17-21, 2013

*Location:* Brookings Institution (Washington DC)

*Cost:* $3,735

**For more information on this program or for additional dates please contact: (800) 925-5730**

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## Center for Creative Leadership

### Leading for Organizational Impact: The Looking Glass Experiment

<http://www.ccl.org/leadership/programs/LOIOverview.aspx?pageId=3176>

How do you balance the pressures of now with the priorities of later?

As a **senior leader**, you are no stranger to strategy, planning and managing others. But leading a large function or operation **requires something more**.

Leading at this level is about **spanning the silos that limit growth**. It's about grasping the trade-offs between today's needs and tomorrow's priorities — and **making the tough calls** that affect the organization.

**Leading for Organizational Impact** enhances your ability to lead while balancing short-term and long-term strategic perspectives. With the advantage of a comprehensive, global, day-in-the-life **business simulation**, you'll gain a clear view of how your leadership impacts organizational outcomes

Leading for Organizational Impact is for senior managers and executives who lead a function or division. Their scope may be local, regional or global.

By completing Leading for Organizational Impact: The Looking Glass Experience, you will be better equipped to:

* balance tactical concerns with strategic possibilities
* leverage leadership to impact organizational outcomes
* work and influence across boundaries
* adapt to complex organizational challenges
* effectively communicate at all levels and receive constructive feedback
* navigate the complexities of leadership in a global enterprise

***Locations****:* Greensboro, NC; San Diego, CA

***Dates****:* ***For dates please click the link below\*****:* <http://solutions.ccl.org/Leading_for_Organizational_Impact_The_Looking_Glass_Experience>

***Cost****:* $4,100

***To register****:* ONLINE- The secure, online registration process allows you to select your desired program date and location, provide your contact and payment information, and submit your form directly through our Web site. <http://solutions.ccl.org/Leading_for_Organizational_Impact_The_Looking_Glass_Experience>. PHONE-Call Client Services at 1-800-780-1031.

For further questions about this program please contact: 1-336-545-2810

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## Columbia University

### Negotiation Strategies

<http://www8.gsb.columbia.edu/execed/program-pages/details/283/NS?sourceid=finder>

**Negotiation Strategies: Creating and Maximizing Value** (formerly called Negotiation and Decision-Making Strategies) is a three-day program that allows participants the opportunity to learn to negotiate more effectively with various parties, from clients to internal constituencies, and get the most out of their negotiations.

Over three days, **Negotiation Strategies** teaches you how to get the most out of negotiations by creating a winning proposition for both sides. You also explore methods for successful conflict resolution and understand the impact of cultural differences in the negotiation process.

*Dates*: May 7-9, 2013; September 17-19, 2013; November 12-14, 2013

*Location*: [Columbia University Campus](http://www.columbia.edu/), New York City

*Tuition*: $5,650, includes materials and some meals.

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### Persuasion: Influencing Without Authority

<http://www8.gsb.columbia.edu/execed/program-pages/details/37/PERS?sourceid=finder>

This courseis an intense three-day experience that covers the range of interpersonal and intergroup persuasion challenges, focusing on practical skills and immediate application to real-world situations.

**Overview:** over 3 days, PERS covers the range of interpersonal and intergroup persuasion challenges by pulling from sound psychological research. The course focuses on building consensus, personal persuasiveness, and effective negotiation, all of which are critical in driving change in organizational culture.

**Benefits:** You will focus on strengthening your softer skills in order to drive change, build institutions, and create value. Develop awareness for a wide range of persuasive styles. Learn differences between negotiation and persuasion and when to utilize each. You will learn how to analyze the person you’re interacting with in order to tailor your communication style to achieve best results. Recognize varying types of organizational behavior, and how and when to use each.

**Special features:** Videotape session analysis of their persuasive communication; personal case application; social style assessment.

**Curriculum:** Several readings in the psychology of persuasion and attitude change; personal case application (with techniques); social style, video analysis…Participants will also receive a personalized persuasion “toolkit” at conclusion of the program. Constant feedback throughout the program including breakout groups and active learning exercises.

*Dates:* March 12 – 14, 2013; September 10 – 12, 2013; December 3 – 5, 2013

*Application Deadline:* None

*Location:* Columbia University, NY

*Cost:* $5,650.00

Contact Number: 212.854.0616

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## Georgetown University

**McDonough School of Business**

### Global Advanced Management Program (GAMP®)

<http://georgetownmeansbusiness.com/openenroll/program/gamp>

The GAMP program brings together Georgetown’s McDonough School of Business and Spain’s ESADE Business School. Our combined strengths in leadership, business strategy, global policy-making, international relations, global operations and supply chain, marketing, and cutting-edge financial knowledge make this program truly exceptional.

Over three weeks – in locations such as the United States, Spain, and Dubai – participants will learn through immersion, interaction, and networking with colleagues and organizations. Each week’s agenda is designed around the host country and includes classroom and field activities, with visits to local companies and places of cultural note. The curriculum focuses on the concepts, techniques, tools, and subjects most relevant to executives who need to address a global environment or market. The program will blend insights from leading academies with innovators in business and government and apply teachings to everyday challenges facing organizations.

*Program Dates: February 21- March 2, April 7-13, and June 2-8, 2013  
Location: Washington, D.C., Dubai, United Arab Emirates, and Madrid, Spain   
Program Tuition: $32,400 USD*

*Contact Number: 202.687.4065*

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## George Washington University

### Senior Manager Course in National Security

<http://www.gwu.edu/~nssp/overview.cfm>

The two-week Senior Manager Course for personnel at the GS-15 and O-6 levels is held in the heart of Washington, DC, and includes site visits, experiential learning, and briefings from policymakers. The course examines the three sets of forces that influence U.S. defense decision-making; the interagency process, the wider policy community, and threats and opportunities in the international arena.

Specifically, the course focuses on the issues and challenges identified in the new 2012 strategic guidance for the Department of Defense entitled "Sustaining U.S. Global Leadership: Priorities for 21st Century Defense."

This document articulates the DOD's response to the evolving strategic landscape and the primary missions of the U.S. armed forces and is the 'map' for the course.

The course focuses on developing participant's understanding of three critical areas:

* Foundational Knowledge: through instruction, active learning, interactions with policy makers, briefings, and table-top exercises focused on the security environment
* Understanding of Defense Key Issues: through instruction, policy briefings, and site visits
* In-depth knowledge: through analysis of U.S.foreign policy and defense priorities in the 21st century

In addition, participants are offered training in management skills, including speechwriting, working with the media, and negotiation.

*Dates*: March 10-22, 2013

*Location*: Washington, DC

*Cost*: $8,500 per person when 1-2 participants from the same agency enroll; $8,075 per person with 3 or more participants from the same agency enroll.

*Contact*: For more information about this course, contact 202-994-8731 or [nssp@gwu.edu](mailto:nssp@gwu.edu)

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### Global Leadership Series

<http://business.gwu.edu/eep/openprograms/>

As part of our Global Leadership Series we will offer open enrollment programs on a number of high-impact topics. Click on the website above for the current open enrollment programs and dates.

### World Executive MBA

<http://business.gwu.edu/emba/>

The world has changed and we've changed our EMBA to support business leaders who want to do more than keep up. They want to leap ahead in a short amount of time.

The bold new World Executive MBA (WEMBA) is a 16-month program focused on ethical leadership, globalization, sustainability and social responsibility. Designed to provide an education steeped in academic rigor and practical knowledge, it features the same curriculum as our flagship Global MBA program, taught through an executive lens.

The George Washington University School of Business WEMBA is unique in that you can choose an individualized track in international business, sustainability or leadership, and take electives that fit with your goals. You also have access to a personal leadership coach who will help you focus on your leadership development and work with you to create a 5-year strategic plan.

As a WEMBA student, you'll participate in four residencies: two in Washington, D.C. and two in developing markets such as Ghana, India, Brazil or another fascinating location. It's a chance to grow, learn and stretch your capabilities. The same is true of our Business Challenge, where your team provides solutions to real-time, real-life issues that exist within your current organizations.

Fees: $99,500

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## The Graduate School (DC)

### [Washington Executive Seminar](http://www.grad.usda.gov/../../../course_details.php?cid=EXEC9904L)

<http://www.graduateschool.edu/course_details.php?cid=EXEC9904L>

Focus on the Executive Core Qualification (ECQ) Building Coalitions, placing an emphasis on the competencies External Awareness, Political Savvy, Influencing/Negotiating and Oral Communication.  
  
In this two-week, non-residential program, participants engage in individual and group activities, exercises, simulations and presentations taking advantage of the Washington location to gain insight into activities on Capitol Hill. The Washington Executive Seminar focuses on the political aspects of serving as a senior executive in the federal government. Faculty includes former House staffers, political appointees, and senior executives from GAO, OMB and other federal agencies. Seminar topics change to reflect current administration initiatives.

*Dates*: February 4-15, 2013; July 22 – August 2, 2013

*Location*: Washington, DC (USDA)

*Tuition*: $3,725

**Contact Number: 202-314-3300 or toll free 888-744-GRAD (888-744-4723)**

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## Harvard University

### Mastering Negotiation: Building Agreements Across Boundaries

<http://ksgexecprogram.harvard.edu/Programs/mn/overview.aspx>

Mastering Negotiation: Building Sustainable Agreements goes beyond other negotiation workshops in acknowledging and addressing the challenges of negotiating across cultures, organizations and sectors. Mastery of one’s own sector is no longer sufficient. In a world of intensely multifaceted economic, political and social problems, sustainable solutions necessitate achieving consensus among an unprecedented variety of stakeholders. Therefore, the program examines the effects of both social and organizational culture on negotiation, while at the same time helping participants develop the adaptive skills they need to translate their effectiveness to other settings.

*Program Session(s):* April 14 - 19, 2013

*Application Deadline(s):* February 11, 2013

*Program Fee*: $6,800 (includes tuition, housing, curricular materials, and most meals.)

**For more information on these programs please contact: 617-496-0484**

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## MIT Sloan School of Business

### Negotiation for Executives

<http://executive.mit.edu/openenrollment/program/negotiation_for_executives/46>

Negotiation is a daily practice within business organizations.  We negotiate all the time--with clients and partners, vendors and suppliers, supervisors and colleagues, employees and recruits.  Successful negotiation requires self-awareness, preparation, and practice.  This program addresses all three requirements by providing extensive personalized feedback, tips for efficient pre-negotiation planning, and plenty of opportunities to practice and hone your negotiation skills.  Drawing on fundamental negotiation principles based on scientific research as well as specific real-world examples, this program aims to enhance personal gains in negotiation, while simultaneously sustaining important relationships.

In this program, participants will learn how to:

- Leverage their own specific personality traits and abilities to boost negotiation outcomes

- Enhance bargaining power to claim a larger share of the pie

- Recognize and resolve different types of issues to create and claim value

- Develop strategies for efficient pre-negotiation preparation

- Build and maintain working relationships without forfeiting economic outcomes

- Deal with difficult tactics

***Dates:*** Mar 12-13, 2013| Jun 11-12, 2013| Nov 05-06, 2013

***Certificate Track:*** [Management and Leadership](http://executive.mit.edu/executivecertificates/management)

***Location:*** Cambridge, Massachusetts

***Costs:*** $2,900 (excluding accommodations)

*E-mail:*[sloanexeced@mit.edu](mailto:sloanexeced@mit.edu)

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## Michigan State University

### Power, Influence and Negotiation

[**https://edp.broad.msu.edu/events/19**](https://edp.broad.msu.edu/events/19)

This highly interactive two-day program is designed to improve your understanding and ability to master the skill of negotiation and enhance the competitive position of your organization by drawing on the latest research in negotiation, influence and decision-making. You will gain expertise in diagnosing negotiation situations, knowing what strategies to apply in that given situation, maximizing power position, creating opportunities for joint gains, and developing trade-offs that lead to mutually beneficial agreements. The feedback and discussion sessions following each case will reinforce our newly acquired skills.

After attending this program, participants will be better equipped to:

* Negotiate more effectively with business partners, customers, and employees
* Build stronger relationships and ability to influence through skillful negotiation
* Make better decisions during the negotiation process that result in competitive advantage for your organization
* Achieve optimal decision-making through planning and diagnosing the negotiation strategy
* Ability to negotiate in complex or multiple party situations
* Understand common negotiation barriers and how to avert them

This program is designed to provide managers with effective negotiation strategies and influence tactics for all kinds of business situations. All functional areas within organizations and all industry sectors can benefit from this program.

*Dates:* June 11-12, 2013

*Location:* The James B. Henry Center for Executive Development, Lansing, Michigan

*Cost:* $1,995.00 – full tuition (includes materials, meals, assessments and certificate of completion)

**Contact Number:** 517.353.9711 x71005

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## New York University

### Negotiations: Maximizing Value Through Competition and Collaboration

<http://www.stern.nyu.edu/executive-education-open-enrollment/search/program/132/Negotiations:-Maximizing-Value-Through-Competition-and-Collaboration>

Negotiation is “two or more interdependent parties who are seeking to maximize their outcomes”. On a daily basis, we negotiate with clients, vendors, subordinates, supervisors, co-workers, merchants, and service providers (to only name a few). Often, these negotiations lead to outcomes that are less than they could be. Also, they often lead to unproductive conflict with these other parties. Although we negotiate often, many of us know very little about the strategy and psychology of effective negotiation.

This program will develop your expertise in transactional and dispute resolution negotiations that occur in a variety of business settings. These skills are critical for maximizing the value that emerges for you and your organization from these negotiations. Moreover, these skills are important for enhancing your leadership & managerial effectiveness, since as a leader/manager it is not enough to have analytical skills that help you discover optimal solutions to problems. You also need others to agree to—and help implement—those solutions. Gaining this buy-in is also critically related to how you carry out your negotiations. Further, given that negotiations dominate so many aspects of your life, this program will not only enhance your ability as a manager but will also facilitate your effectiveness across a number of life domains.

The learning method in this program is experiential. You will prepare for and simulate a variety of sample negotiations. These sample negotiations highlight general principles that are relevant across negotiation settings…learning those principles is the focus of the program.

Program Benefits: During this program participants will

* To provide a framework for negotiation - a toolbox of concepts integral to preparing, negotiating, and subsequently evaluating the negotiation process and outcomes.
* To develop your ability to negotiate beneficial transactions and to resolve disputes by:
* recognizing your individual strengths and learning how to overcome your weaknesses
* preparing effectively for negotiations
* adjusting your tactics when circumstances change
* identifying opportunities for “win-win” solutions
* communicating persuasively in the face of resistance
* knowing whether you have reached a good outcome in a negotiation

***Program Dates:*** April 22 - 23, 2013; October 28 - 29, 2013 ***Program Tuition:*** *$2,800*

***Contact Number:***(212) 998 - 0789

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### Communication Strategies: Developing Leadership Presence

<http://www.stern.nyu.edu/executive-education-open-enrollment/search/program/103/Communication-Strategies:-Developing-Leadership-Presence>

The demand for excellent communication is a constant for any professional.  But, what is excellent communication?  The expectations of audiences and the need for instant feedback have changed the communication dynamic executives face each day.  A communication strategy is as important as a business strategy and creating one requires a deeper look into questions such as these:

* Is the intent of my message clearly reaching my stakeholders?
* Does my communication style support my personal brand as a leader?
* Am I projecting the level of trust and credibility my listeners expect?
* Are my messages consistent across multiple platforms? Media?  Cultures? Generations?
* What do listeners take away from my speeches?  Have I made it easy for them to remember?

As a leader, your words are going to be repeated, broadcast, commented on and critiqued. Every message you deliver could be a real opportunity for you and your firm.  Enhancing your communication strategies and skills will help you deliver more powerful statements across multiple stakeholder groups and multiple platforms.      
  
In this advanced communication program, you will learn key techniques for creating communication strategies that support your personal brand.  You will practice developing and delivering well-crafted and concise messages that have clearly defined intents.  With three videotaped presentations, you will receive feedback from faculty and peers and learn how to use this feedback to enhance your communication style.   You will also deepen the connection with your audience and engage with them in a more authentic manner.  The skills and strategies in this program will provide the tools to empower you to enhance your leadership presence, build trust with your key constituents and create more memorable and effective communications.

Program Benefits: During this program participants will

* **Assess** communication preferences for their potential strengths and missed opportunities
* **Develop**communication strategies, storyboards and presentation outlines that support a defined audience experience
* **Review**personal delivery techniques for strengths and listener perception of authenticity
* **Deliver**three videotaped presentations and receive individual feedback on each one
* **Translate**feedback into a personal plan for enhancing presence as a leader

***Program Dates:***April 25 - 26, 2013, October 3 - 4, 2013 ***Program Tuition:*** *$3,300*

***Contact Number:***(212) 998 - 0789

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### Leading Across A Global Network

<http://www.stern.nyu.edu/executive-education-open-enrollment/search/program/120/Leading-Across-A-Global-Network>

In today’s increasingly complex and globally-connected world, many organizations and senior executives are facing similar challenges and asking themselves questions that include:

* How do we align the goals of the organization across its global network?
* How do we leverage the networks that exist both within and between the organization and its partners to identify and seize new opportunities?
* How should we manage the diffusion of information, resources, and best practices across the organization?
* How do we manage our talent to maximize our human capital’s contribution to the value of the organization?

The key to addressing these challenges lies in understanding the various networks and forces at play, identifying the connections between those networks and leading more effectively across them.

Networks within and between organizations structure the diffusion of information, innovations, and best practices. Understanding the patterns in these networks reveals key opportunities, advantaged positions and likely outcomes. The objective of this program is to provide participants with the tools to use these networks and patterns to drive desired outcomes for their organizations through the use of application-oriented frameworks and concise strategic assessments.

The program begins by examining how the structure of both the formal and informal interpersonal network within the organization influences information flow, learning, and decision making. Participants will be lead through an exercise that helps them to map the networks within their organizations, and identify key “hub” and “brokerage” roles, and the benefits and costs they offer. In order to capitalize on these networks and opportunities, the organization must be aligned around key values and processes. To maximize the impact of human capital on organizational value and employee engagement, critical “must-win roles” need to be identified. Participants will explore the value and impact these roles, and individuals in them, have on the organization.

The focus of the program then shifts to networks that span organizational boundaries, including between the organization and its customers, suppliers, partners, and other institutions. Participants will examine patterns in alliance formation and in alliance networks at the global level to identify key opportunities. The goal is for participants to be able to translate the concepts presented during the program to individual roles, offices, and leadership paths to enhance the organization’s global strategy.

The program combines a mix of pedagogical exercises: faculty-led discussions, business-driven action learning, and a variety of analytical tools and frameworks to address global challenges.

Program Benefits: During this program participants will

* **Gain** the tools to lead across global boundaries and networks
* **Examine**patterns in networks to identify key opportunities and advantaged positions
* **Understand**the impact of human capital on organizational value
* **Utilize** interpersonal networks to diffuse innovation
* **Explore** the interconnectivity between organizations

***Program Dates:***March 11 - 13, 2013 ***Program Tuition:***$3,500

***Contact Number:***(212) 998 - 0789

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### Leveraging Social Media and Digital Marketing for Business

<http://www.stern.nyu.edu/executive-education-open-enrollment/search/program/114/Leveraging-Social-Media-and-Digital-Marketing-for-Business>

The emergence of the Internet has drastically changed various aspects of an organization’s operations. Some traditional marketing strategies are now completely outdated, others have been deeply transformed, and new digital marketing strategies are continuously emerging based on the unprecedented access to vast amounts of information about products, firms, and consumer behavior. From Twitter to Facebook to Google to Groupon to Apple, the shared infrastructure of IT-enabled platforms are playing a transformational role in today’s digital age.

The Internet is now encroaching core business activities such as new product design, advertising, marketing and sales, creation of word-of-mouth and customer service. It is fostering newer kinds of community-based business models. There is a lot of economic value accruing from the content generated in spaces mediated by social media. There are tangible means for monetization of content through newer forms of online advertising and interactive marketing tools on the mobile web. These processes are just beginning and will have enormous impact on our activities and the way we relate to people and organizations. Traditional marketing has always been about the 4Ps: Product, Price, Place, and Promotion. This course will examine how the digital revolution has transformed all of the above, and augmented them with the 5th P of Participation (by consumers).

In this program, we will examine best-practices related to the business use of social media and digital marketing. While there will be sufficient attention given to top level strategy used by companies adopting social media and digital marketing, the course will also focus on digital analytics oriented tools: how to make organizations more intelligent in how they conduct business in the digital age. Measurement plays a big role in this space. Thriving in such an environment requires the understanding and leveraging of the major mega-trends of today such as Digital Attribution Social Listening, Big Data and the Social-Graph for external and internal business innovation. Based on the composition of the participants, we will discuss how specific firms can create a comprehensive social media and digital marketing plan and execute it. At the end of two days, they will be able to speak the digital language and sell it internally.

Program Benefits: During this program participants will

* **Develop**a framework for quantifying the returns on social media and digital marketing
* **Understand** cross-platform and cross-device effects in digital attribution analyses
* **Examine**the mobile landscape and learn key metrics in mobile marketing analytics
* **Understand**the fundamentals of social network marketing such as peer influence and homophily
* **Discover** how to extract business intelligence from social listening tools
* **Learn** how businesses can tap into the open innovation opportunities in the digital world
* **Examine** the best practices in social media and digital marketing from multiple perspectives in multiple industries.

***Program Dates:***March 14-15, 2013; December 5-6, 2013***Program Tuition:***$2,800

***Contact Number:***(212) 998 - 0789

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### Making Sense of Global Markets and Their Impact on Your Business

<http://www.stern.nyu.edu/executive-education-open-enrollment/search/program/136/Making-Sense-of-Global-Markets-and-Their-Impact-on-Your-Business>

Today’s economies are complex and interconnected. Economic and political events that happen across the world today impact your business tomorrow. How will the Euro-zone crisis affect how and where you do business? What issues will arise in your business if there is another financial crisis? Would an international trade conflict affect your suppliers or customers? As an executive, you need to make sense of the complex issues of global markets and international economies to ensure you make the best, most informed strategic decisions for your organization.

The goal of this program is to provide executives with the latest insights and tools to make sense of various global markets in order to manage risk, identify potential sources of growth and interpret economic changes in the context of their organization.

Program Benefits: During this program participants will

* **Understand** the latest global economic situations
* **Identify** potential sources of growth by interpreting financial indicators and recognizing economic trends within the context of their organizations
* **Assess**potential sources of risk
* **Develop**the tools to analyze and predict changes in the global economy

***Program Dates:***October 28 - 29, 2013 ***Program Tuition:***$2,800

***Contact Number:***(212) 998 - 0789

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## Northwestern University

### Creating and Managing Strategic Alliances

<http://www.kellogg.northwestern.edu/execed/programs/LEAD03/index.htm>

Grow your business more quickly and with lower cost and risk through the use of strategic alliances. In a world of resource constraints and intense battles for customers, firms are increasingly employing a variety of cooperative relationships to achieve their strategic objectives domestically and internationally. However, designing and maneuvering through alliances are very challenging activities. In this program, highlighted by a collaborative learning environment, you will be inspired with knowledge on how to create and manage different forms of strategic alliances, such as joint ventures, licensing agreements, buyer-supplier partnerships, and consortia. You will also develop a better sense of the costs and benefits of strategic alliances and learn the specific conditions under which alliances are preferred to internal development, mergers and acquisitions, or outsourcing.

*Dates:* March 10-13, 2013; September 29 - October 2, 2013

*Costs:* $6,000

*Contact Number:* 847-467-7000

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### Negotiation Strategies for Managers

<http://www.kellogg.northwestern.edu/execed/programs/LEAD11/index.htm>

Negotiate your way to success. Gain the skills to implement effective negotiation strategy and reach more satisfactory outcomes. Examine how strategic alliances, global competition, licensing agreements, and the use of teams have all changed the face of negotiations today - and how managers who stay on top of these changes get results. Prior to this program, you will complete a web-based survey that will assess your negotiation style. During the program, you will plan, negotiate, receive feedback, and discuss negotiation strategy in a collaborative learning environment.

Working one-on-one and in teams, you will negotiate deals, resolve disputes, make decisions in competitive environments, and receive specific feedback regarding your negotiating strengths. This program will teach you how to use negotiation strategy to prepare for and carry out successful negotiations within your company and across corporate and cultural boundaries.

*Dates:* May 13-16, 2013; September 23-26, 2013; December 2-5, 2013

*Costs:* $6,100

*Contact Number:* 847-467-7000

**For more information on these programs please contact: 847-467-0866**

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## Notre Dame

### Executive Certificate in Negotiation

<http://business.nd.edu/Executive_Education/Online/Executive_Certificate_in_Negotiation/>

In today's dynamic global marketplace, change is constant. Notre Dame has partnered with the University Alliance, a division of Bisk Education, to offer the Executive Certificate in Negotiation to give you and your company a leading-edge advantage. Whether you communicate across conference tables or continents, you'll acquire the power to become more influential in an increasingly complex world.

The Executive Certificate in Negotiation is made up of three eight-week certificate courses, each building on the last in a step-by-step process. With each course you will acquire new skills you can begin applying immediately. Each eight-week course contains up to 16 hours of streaming video presentation, independent exercises and mastery exams and will take between 25-30 hours to complete. Courses include: Negotiation Essentials, Advanced Negotiations, and Strategies for Conflict Management.

*Dates and Location*: Online

*Cost*: $4,995 for 3-course package

*Contact*: to register call 855-300-1475

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## Office of Personnel Management

### Collaborative Leadership Seminar

<https://www.leadership.opm.gov/Programs/Core-Development/CLS/Index.aspx>

Overview: The challenges of today's government environment require collaborative leadership skills more now than ever before. This two-week seminar offers invaluable skill-building in interpersonal relationships, managing difficult conversations, and group problem-solving and decision-making. It is a key step to excellence in collaborative, interdependent leadership. Set in the context of peer-to-peer leadership, this seminar will define and shape your mandate for leadership and collaboration regardless of your formal or informal position of authority and leadership.

How You Will Benefit: (1) Learn to project and exercise personal authority to get things done and influence decisions; (2) Recognize your strengths and learn to deploy them strategically to create collaborative organizational outcomes; (3) Identify key roles, skills and mental models needed to support collaboration and assess your organization in terms of its ability to collaborate and how you can impact this; (4) Learn to turn difficult conversations into learning conversations; (5) Improve your understanding of peer leadership and group dynamics in order to increase your ability to influence others and contribute to high quality group work environments.

Competencies Emphasized: Influencing/Negotiating; Continual Learning; Interpersonal Skills; Leveraging Diversity; Public Service Motivation

* Apr 29-May 9, ‘13 @ WMDC, Aurora, CO   $5150

*Starts 10:00 AM on 1st day ends 5:00 PM on last day*

* Jun 3-13, ‘13 @ EMDC, Shepherdstown, WV   $5150

*Starts 10:00 AM on 1st day ends 5:00 PM on last day*

This is a global program and may include international participants.

* Jul 8-18, ‘13 @ WMDC, Aurora, CO   $5150

*Starts 10:00 AM on 1st day ends 5:00 PM on last day*

This is a global program and may include international participants.

* Sep 16-26, ‘13 @ EMDC, Shepherdstown, WV   $5150

*Starts 10:00 AM on 1st day ends 4:00 PM on last day*

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### Collaborating Across Organizational Boundaries

<https://www.leadership.opm.gov/Programs/Executive-Development/EXE0004/Index.aspx>

As leaders, we sometimes need to expand our perspectives and collaborate with others. Downsized workforces, intractable problems and difficult customers all create an increasing need for teamwork and partnerships. The evidence is all around us; the Federal Executive Institute (FEI) is seeing a trend toward greater cooperation among Federal agencies, with state and local agencies, nonprofits and even private sector companies.

This program will introduce strategies on how organizations can best share resources, decision-making and ownership of the final product or service. We will address key questions of trust, differing administrative structures and cultures, and the egos and turf issues that often get in the way of cooperative efforts. Collaborating Across Organizational Boundaries will give you the framework, tools and confidence to create change through proactive collaboration.

*Competencies Emphasized: Influencing/Negotiating, Interpersonal Skills, Oral Communication, Partnering, and Continual Learning.*

*Dates*: Upcoming sessions of this class will be scheduled in 2013. Please call 888-676-9632.

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### Center for Global Leadership Series: Leadership for a Global Society

<http://www.leadership.opm.gov/Programs/Organizational-Leadership-for-Executives/EXE0072/Index.aspx>

This program offered by the Federal Executive Institute (FEI), you will assess the role of the United States in the world and explore the institutional and policy framework that supports our interactions with other countries. You will focus on best practices in dealing with issues having international implications: the negotiation and teamwork skills that have proven to be the most effective in global interactions.

Focusing on political and economic realities, you will deepen your understanding through case studies, small-group exercises and discussions. These skills will help you examine and understand the shared values as well as the conflicts that shape our world.

*Competencies Emphasized:* External Awareness, Leading Change, Leading People, Political Savvy, Building Coalitions

*Dates*: Upcoming sessions of this class will be scheduled in 2013. Please call 888-676-9632.

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## Rice University

### **Politics and Control in Organizations**

<http://business.rice.edu/OpenEnrollmentPrograms/>

This module gives a realistic understanding of politics in the organizational context as the art and science of getting things done. Being "political" at work usually has the negative connotations of "dirty politics." Politics as we use the term in this module, however, means something much broader. The term covers many organizational activities that can build more cooperative, productive, and satisfying professional relationships. The political aspects of organizational life include a wide range of means used to resolve differences of opinion and competing interests--various ways of influencing people so that choices get made and decisions get implemented.

*Dates:* May 15 – 16, 2013

*Application Deadline:* April 15, 2013

*Costs:* $2,500 USD

*Contact Number:* 713.348.6060

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## Southern Methodist University

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### Master Negotiation I

<http://www.cox.smu.edu/web/executive-education/master-negotiation>

This powerful two-day course will train you to take advantage of the gain-gain approach, today’s most respected method of negotiation. The tools and strategies you learn will prepare you for success in principled and profitable negotiation with peers, clients, customers and adversaries. The course’s interactive design provides individualized attention to help you diagnose your current approaches—and strengthen or replace them with proven, powerful skills. You’ll understand how to avoid common errors and negotiate rationally and effectively. You’ll learn how to separate fact from fiction and reality from perception. And because knowledge is power—you’ll learn how to obtain, provide and withhold crucial information that can determine the outcome. The insights you gain will enable you to be soft on people but tough on issues. Carefully crafted negotiation simulations give you a fascinating, hands-on opportunity to test and refine your skills.

*Program Dates*: April 30 – May 1, 2013

*Program Location*: Dallas, TX

*Program Tuition*: $1,995 USD

*Contact Number*: 214-768-3335

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## Stanford University

### Influence and Negotiation Strategies Program

<http://www.gsb.stanford.edu/exed/insp/>

Today's most successful business leaders rely upon influence and negotiation skills at every turn—whether to close a major business deal, recruit a key team member, or obtain scarce resources in a highly interdependent environment.

This program teaches you effective influence tactics and negotiation strategies for every business situation and helps you to analyze the ethical issues that arise as you negotiate to achieve your objectives.

The comprehensive curriculum in the Influence and Negotiation Strategies Program covers negotiation skills and tactics, and also methods of dispute resolution that can be applied when negotiations break down. Topics range from the use of influence strategies in the everyday work environment to complex deal negotiations involving cultural differences, coalitions, and ethical challenges. Participants take part in exercises ranging from two-party to six-party negotiations, with constantly rotating partners from around the world.

*Program Dates: October 20 - 25, 2013*

*Application Deadline: September 20, 2013*

*Location: Stanford University*

*Cost: $11,000 USD*

*Contact Number: 650.723.3341*

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## St John Fisher College

### Shared Governance

This course is a critical examination of the relationship between leadership effectiveness and governance, the differences and similarities in the educational system, and the governing structures in public, private, and not-for-profit organizations. The course will combine the study of theory and practice by exploring the major components of organizational governance, including the roles and responsibilities of the executive leader; governing boards; unions; local, state, and federal agencies; and community groups. These components will be examined in the context of contemporary educational issues in the areas of policymaking, administration, collective bargaining, shared decision-making, authority and accountability, and ethical and legal requirements. Through the use of special guest lecturers, case studies, current events, and simulations, candidates will examine the external and internal constraints and the opportunities of shared governance from conceptual, practical, political, ethical, and policy perspectives.

***Dates*:** Fall 2014 (TBD)

***Application Deadline:*** March 1, 2013

***Two Locations:***

* St. John Fisher College in Rochester, NY
* The College of New Rochelle’s Westchester Campus in New Rochelle, NY (Extension Site)

***Cost:***$1,125 per credit (subject to change)

***Contact Number*:** 585-899-3852

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## University of California Berkeley

### **[Best](http://www.gsb.stanford.edu/exed/eld/) Practices in Negotiation**

<http://extension.berkeley.edu/catalog/course1524.html>

Everyone negotiates, but some are much better at this vital skill than others and, consequently, are more likely to reach ambitious goals and receive more recognition and rewards. In this seminar, learn the best techniques for striking better bargains, making lasting agreements and sustaining positive relationships while also learning how to recognize and address the tactics of counterparts. Equally important, you learn to become a savvier negotiator in such scenarios as buying, selling and financing cars, housing and other big-ticket situations.

*Dates:* February 9, 2013

*Application Deadline:* February 9, 2013

*Location:* San Francisco, CA

*Cost:* $325

*Contact Number:* 510-642-4231

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### Business Negotiating

<http://extension.berkeley.edu/catalog/course96.html>

Don’t get mad. Don’t get even. Get what you want. Learn the strategies and tactics needed to influence others and reach long-lasting, profitable agreements. In this highly interactive course, you learn successful negotiation skills through role play and real-world case studies, giving you the knowledge and experience to handle difficult conversations, communicate with people from different cultures, uncover hidden value, discover optimal job-interview techniques and negotiate salary. Learn techniques to overcome obstacles that prevent you from reaching your goals.

*Dates:* Saturdays, January 12 – February 23 (no meeting January 19 or February 16), 2013

*Application Deadline:* January 12, 2013

*Location:* San Francisco, CA

*Cost:* $750

*Contact Number:* 510-642-4231

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### Innovations in Negotiation

<http://extension.berkeley.edu/catalog/course2028.html>

Imbalances in power and financial clout compel negotiators to find creative sources of leverage. Learn innovative models and formats that define value in new and persuasive ways to produce lasting agreements. Through discussions and simulations, you practice techniques for investing in relationships to gain more favorable financial terms and mutual satisfaction.

*(Spring 2013 section)*

*Dates:* March 30, 2013

*Application Deadline:* March 30, 2013

*Location:* San Francisco, CA

*Cost:* $325

*Contact Number:* 510-642-4231

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### Negotiations and Influence

<http://executive.berkeley.edu/programs/negotiations-influence>

The UC Berkeley Negotiations and Influence program is an intensive, active, content-rich program. You will learn key negotiation and influence skills and then put them into practice through seven engaging in-class negotiation exercises. You will receive feedback on your negotiated outcomes in debrief sessions -- enabling you to improve your skills throughout the program.

The course is led by Holly Schroth, a well-known negotiations expert, Haas lecturer, and consultant to numerous companies in Silicon Valley. Holly has won several teaching awards including a BusinessWeekOnline award ranking her the best undergraduate professor across all disciplines in the United States. She also recently won the 2009 Earl F. Cheit award for excellence in teaching. Holly is one of the leading authors of negotiation exercise materials which are used by educators and trainers across the globe. Holly has a Ph.D. in Social Psychology, specializing in Social Cognition and she uses this training to understand how we think about social interaction.

*Dates*: TBD

*Location*: UC Berkeley Campus

*Fee*: $3,400

**For more information on this program please contact: 510.642.9167**

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### Women and Negotiation

<http://extension.berkeley.edu/catalog/course691.html>

Get a self-assessment of your negotiating style in this interactive seminar. Study real-life case examples to help you refine your techniques. Using a simple three-phase strategy and instructor-directed practice sessions, learn tools and techniques to increase the likelihood that you will get what you want and deserve in all types of negotiations.

*(Spring 2013 section)*

*Dates:* April 23, 2013

*Application Deadline:* April 23, 2013

*Location:* San Francisco, CA

*Cost:* $295

*Contact Number:* 510-642-4231

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## University of California Los Angeles

### Persuasive Communication

<http://www.anderson.ucla.edu/x27653.xml>

Every day we face the challenge of persuading others to do what we want. But what makes people particularly responsive to our arguments, requests, and products? Persuasion is an art, but it is also a science, and researchers who study it have uncovered a series of hidden principles for moving others—be they employees, managers, coworkers, prospective clients, or customers—in your direction. This session explores the psychological fundamentals of persuasive communication and how to apply those principles to maximize your persuasiveness in an assortment of different contexts and with a variety of different target audiences. This session will be led by Dr. Noah Goldstein, UCLA faculty member and author of Yes, a New York Times bestseller on the topic of persuasion.

*Dates*: TBD

*Location*: Los Angeles, CA

*Fee*: $750

**Contact Number: (310) 825-2001**

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## University of Chicago

### Negotiation and Decision Making Strategies

<http://booth.chicagoexec.net/programs/ndms.aspx>

This interactive five-day program is designed to improve your personal effectiveness and increase the productivity of your organization by drawing on the latest research in the psychology of judgment, combined with time-tested theories of negotiation and decision making.  
  
The purpose of this course is to help general and functional managers develop consistently effective strategies and systematic approaches to negotiations and decision making that will dramatically improve their personal effectiveness and the productivity of their organizations. The course provides sufficient familiarity with negotiating and decision making styles that will help managers identify their unique strengths and weaknesses, thus enabling participants to interpret and comfortably use the latest advances in the field of negotiation in their daily decisions.

The program will also equip participants to recognize and overcome flaws in their negotiation and decision making processes; develop frameworks for making sound decisions; analyze situations; develop plans to monitor, improve, and practice their negotiation and decision making skills; and more effectively learn the right lessons from their experiences.

*Dates:* February 11 – 15, 2013; June 17 – 21, 2013; October 21 – 25, 2013

*Location:* Chicago Campus

*Fee:* $8,675

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## University of Minnesota

### Negotiation Strategies for Executives

<http://www.csom.umn.edu/executive-education/negotiation-strategies-execs.html>

The Negotiation Strategies for Executives program delivers immediate benefits. It will provide you with knowledge of a wide variety of powerful and practical negotiation skills, and an opportunity to practice these skills in several experiential exercises. Participants leave the program with a firm understanding of the theory behind negotiations and the confidence to use different negotiation strategies and tactics.

*Date:* April 9-11, 2013

*Location:* University of Minnesota

*Fee:* $3,500

*Contact:* 612-625-5412

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### Mergers & Acquisitions: Creating Shareholder Value

<http://www.csom.umn.edu/executive-education/mergers-and-acquisitions.html>

Firms operating in today's challenging business climate continue to see significant merger and acquisition activity, regardless of whether they are large multi-national corporations or smaller private and regional companies. Now, more than ever, senior managers who are responsible for evaluating M&A initiatives must be able to utilize the full range of analytical tools available to them.

*Date:* May 13-14, 2013

*Location:* University of Minnesota

*Fee:* $2,500

*Contact:* 612-625-5412

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### Develop Global Business Skills to Maximize Worldwide Results

<http://www.csom.umn.edu/executive-education/develop-global-business.html>

Are you as effective as you could be when working across cultures? Consider the following questions:

* How much time passes between when you send an email to an international colleague or customer and when you receive the response?
* How many clarifying emails do you have to send or phone calls do you have to make before you have either the correct or complete information you need to do your job?
* How many projects are delayed waiting for information from international colleagues?
* How many sales are lost in the international market due to “unknown” reasons or misunderstood customer “signals” or misinterpreted customer needs?
* How many sales are lost because you simply don't know what your customer actually values?

If you or your organization has experienced any of these situations, this program is for you. It's designed to help you gain perspectives for understanding the fundamental cultural factors that shape current business customs and practices in the global marketplace. You will also learn new techniques for bridging culture boundaries to improve business skills, marketing efficacy, and working relationships.

*Date:* March 6-7. 2013

*Location:* University of Minnesota

*Fee:* $2,500

*Contact:* 612-625-5412

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## University of Missouri Kansas City

### Influence and Persuasion

<http://www.bloch2.umkc.edu/professional-education/executive-education-center/course-listings/influence--persuasion--managing-up--across/index.aspx>

This course focuses on providing practical tools for building your influence within organizations -- especially in managing up and across -- to get things done. It is designed for emerging leaders who aspire to positions of broader scope and impact. Using a highly interactive format with research, cases, as well as the instructor's executive experiences in complex organizations, we will explore multiple dimensions of political agility; among these are mapping the terrain, leveraging your power sources, building social capital, creating a persuasion campaign, and nurturing authenticity and trust. You will leave with a toolkit of ideas for enhancing your influence -- and results - in your organization.

*Date*: TBD

*Fee*: $495

**For more information on these programs please contact 816-235-5439**

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## University of North Carolina at Chapel Hill

### Negotiation Skills for Effective Managers

<http://www.kenan-flagler.unc.edu/executive-development/open-enrollment/programs/negotiation-skills>

This two-day negotiation skills program will allow leaders to enhance their current strengths while practicing their negotiation skills. Faculty leaders will help leaders tackle difficult negotiation issues and will arm them with negotiation techniques such as how to defend against probing questions and how to know when and if making the first offer is appropriate.

*Dates:* May 23-24, 2013

**Tuition:** $2,700

*Location*: The Rizzo Conference Center; Chapel Hill, North Carolina

**For more information please contact: 1-800-UNC-EXEC or email** [**unc\_exec@unc.edu**](mailto:unc_exec@unc.edu)

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## University of Richmond

### The Power of Influence

[**http://robins.richmond.edu/executive-education/course-list.html**](http://robins.richmond.edu/executive-education/course-list.html)

Today more than ever, it is crucial that we have the ability to influence others in a way that maximizes the effectiveness of the organization.  But for many of us, that skill does not come naturally.  In this seminar, you will focus on the key elements of the influencing process and discover the techniques of getting things done without formal authority.

Key Takeaways

* Strengthening Your Credibility: The First Step
* Building Relationships using Reciprocity
* The Power of Persuasion
* Key Communication Skills

*Date: April 16, 2013*

*Fees: $545*

*Contact:* (804) 289-8019 or [execed@richmond.edu](mailto:execed@richmond.edu)

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## University of South Carolina

### [Leadership through People Skills](http://www.moore.sc.edu/execed/publicprograms/leadershipmanagementprograms.aspx)®

<http://www.moore.sc.edu/executiveeducation/leadershipprograms.aspx#peopleskills>

One of our highest-rated Executive Education programs, Leadership through People Skills is designed for both the rising star who needs to expand personnel management skills and the seasoned manager looking for new strategies to build staff performance and collaboration.

You will learn:

* Effective use of collaborative leadership
* Communication skills for direct reports, peers and managers
* Effective conflict resolution and mediation
* How to manage difficult or negative people
* How to facilitate innovation: open exchanges of ideas and information

*Program Dates:* Dec. 9-12, 2013 *Program Tuition:* $2450/participant ($1950/participant for two or more)

*Contact Number:* 803 777-4443 or 800.393.2362

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### [International Negotiation: How to Overcome Cultural Business Challenges](http://www.moore.sc.edu/execed/publicprograms/leadershipmanagementprograms.aspx)

<http://www.moore.sc.edu/executiveeducation/managementprograms.aspx#international>

[International Negotiation: How to Overcome Cultural Business Challenges](http://www.moore.sc.edu/execed/publicprograms/leadershipmanagementprograms.aspx) shows you how to successfully manage the negotiation framework in an international environment. Case discussions, videos and a negotiation simulation give you the tools to put your new negotiation skills to work immediately.

You will learn:

* The effects of culture and other system differences on cross-national negotiations
* How to use the five bases of power in negotiation
* Techniques mastered by the best negotiators
* Differences between zero-sum and relational-based negotiating—and when to use them
* How to increase the size of the outcome "pie"
* Differences in negotiating styles throughout the world

*Program Dates:* June 25-26, 2013 *Program Tuition:* $1350/participant ($1050/participant for two or more)

*Contact Number:* 803 777-4443 or 800.393.2362

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## University of Virginia

Negotiating Success: A Learning Laboratory<http://www.darden.virginia.edu/web/Executive-Education/Open-Enrollment-Program/Negotiation/Negotiating-Success/>

Successful business leaders integrate negotiating skills across every aspect of their daily functions. To sustain a competitive advantage, executives must know the powerful strategies used to increase influence, improve relationships, and enhance effectiveness. *Negotiating Success: A Learning Laboratory* is designed to help novice and experienced managers become better negotiators. The program creates an intensive learning laboratory where participants engage in a series of actual face-to-face negotiations that will help develop and enhance their skills. These negotiations are then followed by in-depth debriefs where the experiences are explored and analyzed to build best practices, insights, and conceptual frameworks shared by successful negotiators.

Using studies that contain a broad range of issues faced by operating managers and other professionals in typical business situations, this program helps participants develop core skills for assessing a negotiation, developing a strategy, and executing it to create better outcomes, sustainable relationships, and more comfortable negotiating processes.

*Topics*

* Conceptual Structures of Competitive and Cooperative Negotiations
* Mechanisms for Identifying and Creating Value
* Strategies for Ensuring a Good Deal
* The Role and Components of Effective Preparation and Analysis
* The Use of Value-Creating Alternatives to Achieve One’s Own Self-Interest
* The Value of Information, Goals, Opening Discussions, and Predetermined Walkaways

*Dates: September 23-27, 2013 (Tentative)*

*Fee: TBD*

Information/Registration

Rebecca Yancey

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Web: [www.darden.virginia.edu/exed](http://www.darden.virginia.edu/execed)

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## University of Wisconsin - Madison

Beyond Price: Negotiation Strategies for Practical and Profitable Agreements  
<http://exed.wisc.edu/Courses/Beyond-Price-Negotiation-Strategies-for-Practical-and-Profitable-Agreements>

Preparation, people, and process are three key factors to reaching practical and profitable agreement. This interactive, contract negotiation course is designed to give supply chain professionals the critical skills required in these important areas. The course format provides a solid negotiation definition, negotiation examples and negotiation cases, and the specific guidance needed to negotiate with members of your organization’s supply chain—including customers, suppliers, vendors, and outside service providers—through effective cross culture communication.

You will learn to:

* + Understand negotiation’s essential attributes: what is negotiation, why should we do it, where should we do it, with whom we should do it, and when should we do it
  + Define negotiation philosophies and styles; gain negotiating strategies and negotiating techniques
  + Effectively prepare for a negotiation with hands-on exercises that incorporate computer-based spreadsheets, analysis tools, and Internet references
  + Become a savvy price negotiator: identify issues and each party’s interests, and then develop valid options, alternatives, and offers
  + Formulate and execute a negotiation strategy based upon facts and analysis
  + Conduct the face-to-face negotiation conference: use steps and techniques in reaching agreement and getting closure
  + Determine what is needed in the post-negotiation phase and how to judge the outcome

*Program Dates:* [*[March 18-20, 2013; August 26-28, 2013; November 18-20, 2013](http://exed.wisc.edu/Courses/Financial-Analysis-Techniques)*](http://exed.wisc.edu/Courses/Gaining-Commitment-Coaching-and-Motivating-in-the-Workplace)

*Program Tuition: $1,795 USD*

*Contact Number: 608-441-7357*

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### How to Influence Without Direct Authority

<http://exed.wisc.edu/Courses/How-to-Influence-Without-Direct-Authority>

Develop the persuasion and influence skills possessed by effective leaders! Most managers have less formal authority than they need to carry out their responsibilities. Effective, innovative managers know how to use informal, indirect authority to influence key stakeholders: the boss, peers, associates, customers, suppliers and staff.

In this course, you learn how to expand your power and positive influence beyond your formal authority in order to get the job done. Examine characteristics and skills of influential people to understand the sources of informal power. Discover how to analyze situations requiring influence and find out how to build effective relationships upward, downward and laterally. Learn influencing strategies, trust-building skills and tools of team-building and oral and written persuasion. Learn how to:

* + Build and leverage the power base you already possess
  + Establish trust, credibility and rapport
  + Work across organizational lines to get the job done
  + Use team-development tools
  + Communicate a convincing, credible professional image
  + Find ways to overcome bureaucratic impediments
  + Deliver presentations through in-class practice
  + Become a positive, powerful advocate for your area and direct reports

*Program Dates:  [February 11-13, 2013; April 29-May 1, 2013; August 12-14, 2013; September 30-October 2, 2013; December 9-11, 2013](http://exed.wisc.edu/Courses/Financial-Analysis-Techniques)*

*Program Tuition: $1,895 USD*

*Contact Number: 608-441-7357*

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### Gaining Commitment: Coaching and Motivating in the Workplace

<http://exed.wisc.edu/Courses/Gaining-Commitment-Coaching-and-Motivating-in-the-Workplace>

Understand what makes an effective team in the workplace! How do you create and sustain an environment of motivation and achievement? How do you encourage higher performance from your staff? This course will help you coach and motivate your people by having inspirational conversations, providing clear direction, and offering tools for improvement. With the powerful knowledge gained during this course, you will be able to:

**Effectively coach in the workplace**

* + Develop and communicate clear expectations
  + Understand the essential steps of delegation
  + Collect feedback from multiple sources before coaching
  + Coach for immediate and long-term performance improvement; Create a “self coaching” culture
  + Increase accountability

**Create and sustain motivation in the workplace**

* + Assess the impact of motivation on performance
  + Identify how belief systems influence behaviors
  + Understand motivational hot buttons

*Program Dates:* [*[March 11-13, 2013; June 19-21, 2013; October 28-30, 2013](http://exed.wisc.edu/Courses/Financial-Analysis-Techniques)*](http://exed.wisc.edu/Courses/How-to-Influence-Without-Direct-Authority)

*Program Tuition: $1,895 USD*

*Contact Number: 608-441-7357*

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### Persuasion and Influence Skills for the Project Manager

<http://exed.wisc.edu/Courses/Persuasion-and-Influence-Skills-for-the-Project-Manager>

As a project manager, you’re faced with the challenge of influencing people over whom you have no direct managerial authority. Whether it’s the team members themselves or the line manager who assigned them, project stakeholders or those at the executive level who control the project management process, your ability to persuade and inform is critical to your project’s success. In this course, you’ll perfect your written and oral presentation skills and gain the competency and confidence you need to influence stakeholders at multiple levels. Effectively negotiate with external subcontractors and internal service providers to attain win-win agreements.

Learn how to:

* + Use practical models for influencing people without direct authority
  + Build your credibility as a project manager and leader
  + Understand organizational dynamics and politics and how they affect influence strategies
  + Hone and polish your persuasion and influence communication skills
  + Be more persuasive with project sponsors, stakeholders and team members
  + Create a strategic and tactical persuasion plan enabling your success as a project manager

*Program Dates:* [*[April 15-16, 2013; June 10-11, 2013; September 30-October 1, 2013; December 2-3, 2013](http://exed.wisc.edu/Courses/Financial-Analysis-Techniques)*](http://exed.wisc.edu/Courses/Project-Leadership-Communication)

*Program Tuition: $1,395 USD*

*Contact Number: 608-441-7357*

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### Project Leadership Communication

<http://exed.wisc.edu/Courses/Project-Leadership-Communication>

Use leadership and workplace communication to build effective work relationships! While few project managers have formal authority over their teams, the most successful ones know how to use the power of moral authority, which is gained through relationship building and effective communication in workplace. In this project management course, you’ll learn about emotional competency and how to improve yours—especially in times of conflict—and about the crucial role communication plays in helping you to deliver effective leadership and be more influential with stakeholders both inside and outside your group. We’ll also discuss key differences between being a leader, manager, coach, and facilitator, and when to play each role.

Learn how to:

* + Define and optimize your role as a leader, manager, coach and facilitator
  + Develop and use moral authority when you don’t have formal authority
  + Communicate in an effective, caring and candid manner with project stakeholders
  + Increase your emotional competence, especially in difficult conversations
  + Work effectively with project sponsors and resource managers
  + Use organizational leadership to facilitate effective project team meetings and team communication
  + Gain team buy-in and commitment to the project charter
  + Coach individuals with unsatisfactory or dysfunctional behavior
  + Use three ways—including change management—to lead and communicate change related to project management

*Program Dates:  [February 21-22, 2013; May 9-10, 2013; August 8-9, 2013; October 10-11, 2013; November 21-22, 2013](http://exed.wisc.edu/Courses/Financial-Analysis-Techniques)*

*Program Tuition: $1,395 USD*

*Contact Number: 608-441-7357*

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## Vanderbilt University

### Negotiation Skills for Managers

<http://www.owen.vanderbilt.edu/vanderbilt/programs/executive-development-institute/open-enrollment-programs-for-individuals/program-catalog/course-details.cfm?customel_datapageid_31775=47486>

The ability to negotiate and resolve disputes—not only with customers, suppliers and partners but also internally—is a fundamental skill for success in business. Yet it is one that is seldom taught systematically.   
  
In this highly interactive two-day program, you’ll learn an analytic framework to help think more clearly about any negotiation you face, and get feedback to help you become a better negotiator. Through a variety of exercises—starting with simple simulations that become increasingly complex—you will be able to immediately see the effects of different negotiation strategies for different scenarios.

*Date*: April 29-30, 2013

*Location*: Owen Graduate School of Management, Nashville, TN

*Cost*: $1,980

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## Wharton—University of Pennsylvania

### Global Strategic Leadership

<http://executiveeducation.wharton.upenn.edu/open-enrollment/senior-management-programs/global-strategic-leadership.cfm>

*Global Strategic Leadership* will ignite the visionary inside of you. It will catapult you ahead in your profession. It will expand your ability to survey the business landscape, spot opportunities, build alliances, and execute a multinational business strategy.

Vigilant leaders scan the periphery to identify threats and pursue opportunities in advance of their rivals. ***The Global Strategic Leadership*** program will provide you with the tools to see around the corner to reveal the economic forces shaping the global market. You will explore new frameworks for leading across boundaries, making complex decisions with ambiguous data, and discovering new strategies for volatile and uncertain times. The program will provide you with an opportunity for guided practice in transforming your current strategy and vision into a compelling story that inspires your organization to deliver noteworthy results.

In this program, you will:

* Increase your capacity to formulate global strategy and to execute strategy with agility.
* Build capabilities for leading and serving customers across national and international boundaries.
* Learn how to inspire respect and command authority among peers and subordinates in your organization.
* Generate counter intuitive ideas around changing geopolitical realities.
* Engage in best case / worst case scenario planning to map out future situations that could affect your industry or organization.
* Construct and communicate your own vision in a way that will be both authentic and engaging.

*Program Date: December 3-5, 2013*

*Program Tuition: $7,500 USD*

*Contact Name: Katrina S. Clark*

*Contact Number: 215-898-1776*

*Contact Email* – [*execed@wharton.upenn.edu*](mailto:execed@wharton.upenn.edu)

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### 

### Executive Negotiation Workshop: Bargaining for Advantage

<http://executiveeducation.wharton.upenn.edu/open-enrollment/negotiation-persuasion-programs/executive-negotiation-bargaining-workshop.cfm>

We use a combination of group work and individually tailored sessions in which you receive personal feedback on your unique strengths and weaknesses in negotiating. You will practice new negotiating skills with different partners in a wide variety of situations. Finally, using models that are constantly updated, we work on the real-world problems you bring to Wharton, so you can finish the program with workable solutions to use immediately.

This is not a just a workshop of bargaining games but also one that emphasizes the real-world challenges you face every day. Participants who have attended other negotiation workshops in the past invariably tell us that this one sets the standard for excellence. This class is led by Professor Shell who brings decades of practical experience in a wide range of negotiation scenarios (mergers & acquisitions, startups, turnarounds, inside-the-organization problems) to each session.

In this program, you will:

* Increase your mastery of negotiations by learning and practicing a systematic approach to apply to any negotiation.
* Identify your own and your partner’s negotiation styles to forge better deals.
* Achieve a better outcome in future negotiations.

*Program Date: March 18-22, 2013, July 22-26, 2013, November 18-22, 2013*

*Program Tuition: $11,000 USD*

*Contact Name: Katrina S. Clark*

*Contact Number: 215-898-1776*

*Contact Email –* [*execed@wharton.upenn.edu*](mailto:execed@wharton.upenn.edu)

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### Strategic Alliances: Creating Growth Opportunities

<http://executiveeducation.wharton.upenn.edu/open-enrollment/strategy-management-programs/strategic-alliances-growth-opportunities.cfm>

*Strategic Alliances* takes a wide view of the process of forming alliances and focuses on the negotiation and evolution of the alliance. It will give you the tools needed to overcome many of the obstacles inherent in new-market expansion or new-product development, and you will learn how to establish a global strategic position with limited time and resources. The program is complementary to [***Mergers & Acquisitions***](http://executiveeducation.wharton.upenn.edu/open-enrollment/finance-programs/mergers-acquisitions-program.cfm), which focuses more on valuation and legal issues.

In addition to gaining a broader perspective, you will learn to use new techniques for designing and implementing alliances. Many of the cases and examples discussed are drawn from an international perspective, and a global view is integrated throughout the course. You will learn to improve your alliance process from start to finish by gaining a framework in which to analyze the strategic, organizational, and cultural fit among partners. Also discussed are conflicts and the evolution of alliances, as well as managing networks of alliances.

In this program, you will:

* Analyze the strategic, organizational, and cultural fit among partners.
* Resolve conflicts and manage the evolution of alliances more effectively.
* Build on your collaborative capabilities to position your firm as a preferred alliance partner.

*Program Date: April 22-25, 2013, November 11-14, 2013*

*Program Tuition: $7,500 USD*

*Contact Name: Katrina S. Clark*

*Contact Number: 215-898-1776*

*Contact Email –* [*execed@wharton.upenn.edu*](mailto:execed@wharton.upenn.edu)

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## Xavier University

### Negotiating Mutual Success

<http://xavierleadershipcenter.com/programs/negotiating-mutual-success/>

The key elements of effective negotiations are preserving and building upon relationships with others to develop mutually beneficial outcomes and long-term partnerships.  In this hands-on experience, participants will practice the skills for mutually beneficial negotiating, including both planning for successful negotiations, as well as actually applying principled negotiation principles through role playing, related to their work situations.   Learning is immediate and lasting.

*Dates:* April 30, 2013 *Application Deadline:* April 23, 2013

*Costs:* $595 USD

*Contact Number:* 513-745-3396 or 800-982-2673

*Location:* Xavier University, Cincinnati, Ohio

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# Fundamental Competencies

Competencies are the personal and professional attributes that are critical to successful performance in the SES. The fundamental competencies are the attributes that serve as the foundation for each of the Executive Core Qualifications. Experience and training that strengthen and demonstrate the competencies will enhance a candidate's overall qualifications for the SES.

## Harvard University

### Art and Practice of Leadership Development: A Master Class for Professional Trainers, Educators, and Consultants

<http://ksgexecprogram.harvard.edu/Programs/apl/overview.aspx>

Can leadership really be taught? Can it even be learned?

In today’s world, public, private, and nonprofit organizations all want to develop leaders who are stronger, more capable, and more effective in the difficult work they do. That’s why they invest in leadership development for their top professionals, sending them to leadership seminars and hiring consultants to work with them extensively. But times and issues are more challenging than ever, and leaders in organizations find themselves looking for innovative solutions and more frequently being challenged for the decisions they make and the steps that they take. The leadership development practitioners working with them, then, have to be more prepared than ever to work with senior-level executives who face complex problems and operate in high-pressure environments.

*Dates*: May 10-17, 2013

*Location*: Harvard Kennedy School-Executive Program (Cambridge, MA)

*Cost***:** $7,500 (includes tuition, housing, curricular materials, and most meals)

*Application deadline*: March 29, 2013

**For more information on these programs please contact: 617-496-0484**

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## Office of Personnel Management

### Executive Communication Skills: Leading the Process of Change

<https://www.leadership.opm.gov/programs/Executive-Development/EXE0010/Index.aspx>

This fast-paced program at the Federal Executive Institute (FEI) moves between role-play exercises that build your interpersonal communication skills and leadership sessions providing tools for overcoming barriers to change in your organization. Scenarios based on real-world experiences highlight key components of interpersonal communication, followed by feedback from colleagues and facilitators. You will also develop leadership skills by focusing on your own work experiences and participating in a variety of large- and small-group activities. With one faculty member for every four or five executives, you are guaranteed the personal attention you need to bring your leadership skills to the next level.

*Competencies Emphasized*: Interpersonal Skills, Influencing/Negotiating, Oral Communication, Team Building, Leveraging Diversity

*Dates*: Upcoming sessions of this class will be scheduled in 2013. Please call 888-676-9632

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### Understanding The 360-Degree Leader

<https://www.leadership.opm.gov/programs/Executive-Development/EXE0007/Index.aspx>

The most effective leaders know how to influence everyone they come in contact with--not just the people who report to them. Traditional managers' power is based on "being in charge" and "being the boss," and can't be used to manage up or manage across. In contrast, 360-degree leaders can use their influence in all directions, and anyone in any position can gain and apply this influence. This Federal Executive Institute (FEI) program focuses on helping you work with those around you, enabling you to:

Lead Up—Influence the boss and others above you in the agency hierarchy

Lead Across—Influence co-workers in your organization and associates in others

Lead Down—Influence subordinates and those below you in the agency hierarchy

Lead Out—Influence those who do not work for your agency

*Competencies Emphasized: External Awareness, Flexibility, Influencing/Negotiating, Interpersonal Skills, and Team Building*

*Dates*: Upcoming sessions of this class will be scheduled in 2013. Please call 888-676-9632

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### The Aspen Institute Executive Seminar

<https://www.leadership.opm.gov/programs/Executive-Development/EXE0008/Index.aspx>

FEI’s Aspen Institute Executive Seminar helps you define and understand basic values that are at the heart of the issues key leaders face. It will prepare you to manage relationships with diverse constituencies, conduct business in a global environment, and motivate followers through visions that unite and inspire. The Aspen Institute is an international nonprofit institution dedicated to enhancing the quality of leadership. Programs are led by moderators whose education and experience enable them to create a challenging but supportive environment.

*Competencies Emphasized: Creativity/Innovation, External Awareness, Influencing/Negotiating, Political Savvy and Strategic Thinking.*

*Dates*: Upcoming sessions of this class will be scheduled in 2013. Please call 888-676-9632

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### The Aspen Institute Global Seminar

<https://www.leadership.opm.gov/programs/Executive-Development/EXE0010/Index.aspx>

This seminar asks you to reflect upon several global values, including liberty, equality, democracy, rights, responsibility, and community. This is not a training course. Rather, it invites you to think deeply and ask fundamental questions about global values and the ways in which they unite or divide the contemporary world. As a seminar participant, you will examine the existence of shared values in contemporary global political and economic reality and the complex relationships and conflicts among human values.

*Competencies Emphasized: External Awareness, Interpersonal Skills, Oral Communication, Strategic Thinking and Vision.*

*Dates*: Upcoming sessions of this class will be scheduled in 2013. Please call 888-676-9632

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### Public Sector Leadership: Vision, Values and Vital Strategies

<https://www.leadership.opm.gov/programs/Executive-Development/EXE0060/Index.aspx>

Leading effectively in the public sector is a challenge that requires a full array of flexible and up-to-date strategies for success. This rigorous program will provide you with a powerful set of new approaches for understanding and leading change in the Federal Government. It is the perfect opportunity for you to refine your personal vision of public service, your organization’s future and your critical role in leading public sector change.

Experienced Federal Executive Institute (FEI) faculty, themselves public sector leaders, will guide you through a demanding and provocative learning process including case studies, small group exercises and discussions, executive coaching and off-site benchmarking trips.

*Dates*: Upcoming sessions of this class will be scheduled in 2013. Please call 888-676-9632

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## Regis University

### Peace and Social Justice

<http://cps.regis.edu/certificates-bachelors.php#shss>

This certificate program offers essential groundwork and introductory practical tools participants involved in activities focusing on peace and social justice in local, national and world communities.

#### Requirements: 18 Credit Hours

#### Choose three courses from the following:

* **SO 472**  Wealth & Power (3 Credit Hours)
* **CR 435**  Poverty, Gender, Race, and Crime (3 Credit Hours)
* **SO 446**  Perspectives on Terrorism (3 Credit Hours)
* **HU 435F**  Voices of Wealth & Poverty (3 Credit Hours)

#### Choose three courses from the following:

* **PL 482/EN 482**  Elements of Successful Argument (3 Credit Hours)
* **COM 437/BA 437**  Persuasion, Influence & Motivation (3 Credit Hours)
* **COM 408/BA 411**  Conflict Management (3 Credit Hours)
* **COM 420**  Mediation (3 Credit Hours)
* **COM 466**  Negotiation (3 Credit Hours)

*Courses*:For course descriptions, [click here](http://cps.regis.edu/certificates-bachelors.php#shss)*.*

*Dates*: For the Spring 2013 - Spring 2014 schedule, click here <http://cps.regis.edu/degrees-bachelors-social-science.php>

*Location: C*lassroom based

*Cost:* $410/ per credit

*Apply:* To apply online [click here](http://cps.regis.edu/apply-now.php)

**For more information on this program, please contact: 800-944-7667 or go to** <http://cps.regis.edu/certificates-bachelors.php#shss>

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## Rice University

### **Leadership Communications**

<http://business.rice.edu/OpenEnrollmentPrograms/>

In order to lead, leaders must be understood. Miscommunication is a common barrier to effective leadership. Explore communication challenges in today's workplace and learn techniques to manage them. Participants will examine successful approaches to organizational communication, create a profile of their own communicative abilities, and formulate a strategic communication approach for their company. Participants will also develop approaches to communicating with stakeholders, the media, and industry analysts.

*Dates:* TBD

*Application Deadline:* TBD

*Costs:* $2,500 USD

*Contact Number:* 713.348.6060

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## Rutgers University

### Maximize Your Leadership DNA

<http://execed.rutgers.edu/programs-at-a-glance/>

Leaders are called upon today more than ever to lead others under conditions of ambiguity, uncertainty, and complexity in a world fraught with constant change. This dynamic three-day program begins with a kick-off dinner the evening before.

**Program Contents:**

* A deep self-awareness of one’s leadership DNA including a clear understanding of how others see us as a leader
* An understanding of what it means to lead a cross-generational group of followers
* How to build and sustain a leadership resiliency amid change and uncertainly
* How to coach and develop others to be leaders in their own right
* How to create a vision that captures the hearts and minds of those you lead
* An understanding of the relationship among power, authority, and influence in your role as a leader
* How to think strategically and lead through multiple futures.

*Dates:* April 2-4, 2013, November 19-21, 2013, (8:30am-4:30pm)

*Location*: Philadelphia, PA

*Costs*: $3400 (Includes instruction, materials, pre-event dinner, continental breakfast, lunch, and refreshments.)

To register or obtain more information: Call 856.225.6685 or email [execed@camden.rutgers.edu](mailto:execed@camden.rutgers.edu)

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### Would You Want To Work For You?: The Formula for Great Management

<http://execed.rutgers.edu/management-2/>

Great managers create workplaces with higher morale, tremendous commitment, and ever-increasing performance. They draw heavily on learning new methods energize both themselves and others to go the extra mile. This program, designed especially for *managers*, will help address critical competencies to do just that. These include:  
-Clearly understanding your own managerial preferences and how to capitalize on your inherent strengths and boost performance in developmental areas.  
-How to hire, retain, and develop a high-performing work force by *practically applying* the latest behavioral research to everyday situations in order to achieve targeted results.

Through completing the Foundations of Management Program you will gain the following:

-How to develop high-performing teams

-How to coach individuals and groups for increased effectiveness  
-How to effectively address performance problems in ways that turn them into performance solutions

-How to manage changing priorities in an ever-changing organizational world.

*Dates*: June 11 and 12, 2013, October 29 and 30, 2013, (8:30am-4:30pm)

*Location*: Mt. Laurel, NJ

*Costs*: $1,850 (Includes instruction, materials, continental breakfast, lunch, and refreshments)

To register or obtain more information: Call 856.225.6685 or email execed@camden.rutgers.edu

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The American College

### Communications and Leadership

[TheAmericanCollege.edu/MSM](http://www.theamericancollege.edu/graduate-degrees/msm-executive-leadership.html)

Provides a comprehensive approach to communicating at work from the perspective of the executive, enabling the leadership student to understand and correct the poor communication processes and systems in many organizations. Students focus on mitigating conflict through constructive communication, projecting the appropriate perception of power, customizing communication to maximize clarity of understanding, swiftly dealing with crisis communications and generally communicating effectively, whether in a conversation, within a group, by e-mail, or to an audience. Students will also be exposed to an assortment of leadership styles and techniques encountered in typical working environments that mandate an assortment of styles to ensure effectiveness as a senior leader.

*Course Dates: June 17- 21, 2013  
Application Deadline: May 1, 2013  
Course Tuition: $2,987 (Price subject to change in 2013)*

*Contact Number: 610-526-1451*

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### Ethics in Leadership

[TheAmericanCollege.edu/MSM](http://www.theamericancollege.edu/graduate-degrees/msm-executive-leadership.html)

Covers four areas: ethical awareness, ethical analysis/ethical decision making, current ethical issues in the financial services industry and ethical management in an organization. This class provides the skills required to make reasoned responses to ethical dilemmas, deal with daily and long-term ethical challenges and build an ethical culture in an organization. The course explores the emotional influence on behavior and decisions, and it explains how to learn from success and failure. In this highly participative course, the leadership candidate is expected to complete both the reading material and written assignments before arriving on campus.

*Course Dates: June 23-27, 2014   
Application Deadline: May 1, 2013  
Course Tuition: $2,987 (Price subject to change in 2013)*

*Contact Number: 610-526-1451*

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### Personal and Interpersonal Leadership Skills

[TheAmericanCollege.edu/MSM](http://www.theamericancollege.edu/graduate-degrees/msm-executive-leadership.html)

This course enhances the leader’s skill sets by providing the theory and applications of personal, interpersonal and group and organizational skills. The personal skills emphasize leader self-awareness; the interpersonal skills place emphasis on the one-on-one interaction; and the group and organizational interpersonal skills place the emphasis on teams. An array of articles is used to illustrate major skills that are discussed in the text. The latter part of this course asks the student to conduct several self-assessments based on the idea that one must understand one’s self before understanding those who are led.

*Course Dates: June 17- 21, 2013  
Application Deadline: May 1, 2013  
Course Tuition: $2,987 (Price subject to change in 2013)*

*Contact Number: 610-526-1451*

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## University of California Berkeley

### Emotional Intelligence (EQ) and Improvisation: Building Your Leadership Toolkit

<http://extension.berkeley.edu/catalog/course2551.html>

Learn to cultivate a high EQ to better understand and develop self-awareness, self-management, social awareness and relationship management. Improvisational training and spontaneous thinking help develop skills for intuitive and creative action “in the moment.” Led by experienced improv performers with organizational experience, this workshop combines the art of improvisation with emotional intelligence and business management skills to enhance your leadership toolkit.

*Dates:* March 1, 2013

*Application Deadline:* March 1, 2013

*Location:* San Francisco, CA

*Cost:* $295

*Contact Number:* 510-642-4231

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### Essentials of Management

<http://extension.berkeley.edu/catalog/course688.html>

Survey the history of the management field; explore the planning, organizing, leading and controlling dimensions of the manager’s job; and analyze the transition that takes place as an individual professional takes on a management position. Learn key interpersonal and managerial skills.

*(San Francisco section)*

*Dates:* Wednesdays, February 13 – April 17, 2013

*Application Deadline:* February 13, 2013

*Location:* San Francisco, CA

*Cost:* $750

*Contact Number:* 510-642-4231

*(Belmont section)*

*Dates:* Saturdays, January 12 – February 23 (no meeting January 19 or February 16), 2013

*Application Deadline:* January 12, 2013

*Location:* Belmont, CA

*Cost:* $295

*Contact Number:* 510-642-4231

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### Executive Program in Ethics and Compliance

[**http://executive.berkeley.edu/programs/leading-ethics-and-compliance**](http://executive.berkeley.edu/programs/leading-ethics-and-compliance)

Ethics and compliance officers are critical for one simple reason: innovation and risk go hand in hand. As an ethics and compliance professional, you are an essential resource for all matters dealing with regulation, risk and reward.

Leading with Ethics and Compliance ensures your position as a key strategic advisor to senior leadership at your company through sessions on power and influence, change and culture, and transformational leadership.

Through an immersive, action-oriented curriculum enriched by case studies and group breakout sessions, faculty and industry leaders will deliver strategic and tactical insights that can be applied immediately to your organization. The course offers unmatched networking opportunities through daily engagement with ethics and compliance experts from Cisco, Deutsche Bank, Google, Microsoft and more.

You will learn how to communicate key strategies to executives, showing how ethics and compliance stands for performance and innovation with integrity.

*Dates:* TBD

*Location*: UC Berkeley

*Fee:* $4,500

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### The Coach Approach to Effective Communication and Leadership Development

[http://extension.berkeley.edu/catalog/course1590.htm](http://extension.berkeley.edu/catalog/course1590.html)

Business professionals can benefit from learning how to assess, appreciate and communicate more effectively through a coach approach. Gain the knowledge and confidence to create value for your organization and the people involved. Learn eight core coaching competencies for effective communication, as well as how to start a coaching relationship, perform ongoing coaching and complete the relationship.

*(Spring 2013 section)*

*Dates:* Mondays, April 1 – May 20, 2013

*Application Deadline:* April 1, 2013

*Location:* San Francisco, CA

*Cost:* $450

*Contact Number:* 510-642-4231

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### Interpersonal Communication Skills for Business part I

<http://extension.berkeley.edu/catalog/course331.html>

Effective communication skills help foster cooperation and teamwork within an organization. Learn key interpersonal skills that can boost your influence at work and make you more effective. Learn to overcome barriers, provide constructive feedback, identify strategies for communicating across cultures and understand how gender roles and differences influence communication.

*Dates:* Saturdays, January 12 – February 2 (no meeting January 19), 2013

*Application Deadline:* January 12, 2013

*Location:* San Francisco, CA

*Cost:* $525

*Contact Number:* 510-642-4231

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### Interpersonal Communication Skills for Business part II

<http://extension.berkeley.edu/catalog/course1016.html>

Effective communication skills help foster cooperation and teamwork within an organization. Gain additional training in key interpersonal communication skills covered in Part 1 that will enhance individual and group effectiveness in a business setting. Increase your competency in the core communication concepts and skills taught in Part I and apply them to new contexts that are critical for enhancing collaboration, increasing message clarity, increasing emotional intelligence, providing evaluative feedback, managing conflict and facilitating teams and groups.

*Dates:* Saturdays, March 2 – March 16, 2013

*Application Deadline:* March 2, 2013

*Location:* San Francisco, CA

*Cost:* $525

*Contact Number:* 510-642-4231

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## University of Miami

### Spanish Language Certificate Programs

<http://www.bus.miami.edu/executive-education/open-enrollment/spanish/index.html>

The University of Miami School of Business offers four certificate programs taught in Spanish for executives and working professionals. Graduate courses for the Certificate in Administration and Business for the Executive Manager (CABEM) program, the Certificate in Logistics and Transportation for the Executive Manager (CELTEM) program, the Certificate in Innovation and Competiveness Management for the Executive Manager (CISMEN) program, and the Certificate in Health Strategic Management (HESTRAM) program are taught by School of Business professors and industry leaders.

*Dates:* April - June 2013: Internet/e-Learning Preparatory Module

June 24 - 28, 2013: Class Module at the University of Miami

*Costs:* $2,800 USD

*Contact Number:* 305-284-9176

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## University of Minnesota

### Authentic Leadership: Purpose, Passion, and Courage

<http://www.csom.umn.edu/executive-education/authentic-leadership.html>

The success of a company depends on the ability of its executives to lead with courage. Learn to function as a leader in a more purpose filled way, and be prepared to offer authentic leadership to your company and your community.

You will learn how to create and evaluate the most critical, value-generating strategies for your organization:

* Internal
* Look within and study leadership on a personal level
* Explore the power of who you are as a leader
* Examine the ultimate leadership task: self-leadership
* External
* Understand the core purposes and types of leadership
* Serve others through coaching, deep listening, and clear expression
* Learn to coach for peak performance
* Practice
* Create and identify coaching practices that lead to powerful results
* Practice leadership coaching skills and apply them in tough situations

*Date*: November 11-13, 2013

*Location*: University of Minnesota

*Cost*: $3,500

*Contact*: 612-625-5412

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### Creating and Executing Strategies

<http://www.csom.umn.edu/executive-education/creating-executing-strategies.html>

The program provides an integrated, flexible framework for strategy development that focuses on what the various approaches to strategy all have in common - decision-making. This framework will enable you to select the appropriate process for specific decisions, and enable your organization to build in (rather than inspect for) decision quality.

Objectives

* Improve your ability to identify and deliver full value with a proven, flexible, decision-focused strategy development process
* Learn and practice decision tools for structuring decisions, creating choices, assessing information, identifying objectives, and evaluating strategic alternatives
* Enhance your capability to think and execute strategically for both individual business and portfolio strategies

*Dates*: June 4-6, 2013; October 8-10, 2013

*Location*: University of Minnesota

*Cost*: $3,000

*Contact*: 612-625-5412

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### Critical Thinking and Communication

<http://www.csom.umn.edu/executive-education/critical-thinking-communication.html>

How often have you struggled to get to the core of an issue or to clearly organize your thinking on a question? If you are like most executives, the answer is “more often than you’d like.” Our critical thinking seminar will demonstrate tools that are proven to be effective in organizing both problem-solving efforts and business communications. This session will focus on determining “what problem am I trying to solve?”, laying out a clear analytical framework for developing solutions, and developing a logical structure for communicating recommendations to senior management.

*Date*: TBD

*Location*: University of Minnesota

*Cost*: TBD

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### Leading Effective Change

<http://www.csom.umn.edu/executive-education/leading-effective-change.html>

Today’s global business climate creates an ambiguous and unpredictable landscape for leaders to navigate. Change is constant—and difficult. This focused program is facilitated by leading experts in change management and includes cutting edge issues and approaches to organizational change.

Effective leadership requires managers to understand that change unfolds in many different ways, resistance and support may come from diverse quarters, teamwork and influence skills are central, and learning from experience is invaluable. Organizational change also alters the web of relationships that connect employees within an organization. This session will introduce participants to social networks and their role in the change process. Participants will discover the underlying dynamics of change from expert presenters, in-class discussion, hands-on work, and a behavioral simulation. Managers will learn the language, tools and concepts of change management to become agile, creative, open-minded, effective change leaders.

*Dates*: TBD

*Location*: University of Minnesota

*Cost*: TBD

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## Washington University in St. Louis

### Communications Require More Than a Compass

<http://www.olin.wustl.edu/executiveeducation/OPP/Pages/UpcomingSeminars.aspx>

Labeling communication as a “soft skill” is a misnomer; simply communicating succinctly may not set a successful course toward our destination. In reality, we often experience sharp turns and deep drop-offs when interacting with others. Navigating the ever-changing waters of communication requires not just a moral or strategic compass but also creativity, balanced perceptions, and an ability to maneuver through dynamic group and individual relationships.

During this practical session, we will actively "tear apart," discuss, and evaluate how to devise proactive strategies and real-time responses to an array of scenarios that any leader might face.  Embedded into our interactive workshop will be information and tactics regarding how to manage style and tone, similarities and differences inherent in culture and gender, and how we communicate in everyday versus high risk situations.  We will identify, over the course of the day, what went right versus wrong as we review the *who, what, when, where, why* and *how* of managing communications and avoiding damage control pitfalls.

*Date:* April 4, 2013 *Location:* St. Louis - Charles F. Knight Executive Education Center

*Cost:* $750

*Contact Number: (314) 935-9494*

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### The Emotionally Intelligent Leader

<http://www.olin.wustl.edu/executiveeducation/OPP/Pages/UpcomingSeminars.aspx>

Learn how to align what you think with how you feel in order to perform in ways that leave your people more productive and committed rather than full of resistance and ill will. This seminar provides assessments and “how-to skills” to address the everyday risks of living with and managing other people to coping in constructive ways with the unexpected. Learn how to act purposely, think rationally and deal effectively with your environment within four dimensions: self-awareness, self-mastery, social awareness and relational management.

*Dates:* October 3, 2013 *Location*: St. Louis - Charles F. Knight Executive Education Center

*Cost:* $750

*Contact Number:* (314) 935-9494

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## Xavier University

### Communication Skills

<http://xavierleadershipcenter.com/programs/communication-skills/>

As a business professional, your role often involves getting things done through others.  Therefore, your most powerful tool could be the ability to communicate.  This interactive workshop helps you recognize when to communicate, how to do it effectively, and what to do when obstacles get in your way. You’ll discover how proper communication allows you to more successfully provide feedback, conduct coaching, motivate your staff, resolve conflict and meet everyday workplace challenges–all with an eye toward becoming a manager who helps team members achieve results.

*Dates:* Mar. 5, 2013 *Application Deadline:* February 26, 2013

*Costs:* $595 USD

*Contact Number:* 513-745-3396 or 800-982-2673

*Location:* Xavier University, Cincinnati, Ohio

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# Suggested Leadership Readings by ECQ

**ECQ 1: Leading Change**

**A World Waiting to Be Born** by M. Scott Peck (1993).Just as *The Road Less Traveled* provided hope and guidance for individuals seeking growth, this major new work by M. Scott Peck,  M.D., offers a needed prescription for our deeply  ailing society. Our illness is Incivility--morally destructive patterns of self-absorption, callousness, manipulativeness, and materialism so ingrained in our routine behavior that we do not even recognize them. There is a deepening awareness that something is seriously wrong with our personal and organizational lives. Using examples from his own life, case histories, and dramatic scenarios of businesses that made a conscious decision to bring civility to their organizations, Dr. Peck demonstrates how change can be effected and how we and our organizations can be restored to health. This wise, practical, and radical book is a blueprint for achieving personal and societal well-being.

**American Ground: Unbuilding the World Trade Center**, by William Langwiesche (2003). The theme is assuming leadership and the story line is about how a small group of city bureaucrats and engineers came to manage the “unbuilding” of the World Trade Center.

**Beyond Change Management** by Anderson, Dean and Linda S. Ackerman Anderson (2001).The book introduces conscious change leadership and provides insights about the critical human and change process dynamics that leaders must be aware of in order to succeed, and reveals why most leaders do not see these dynamics. Most importantly, it highlights the shift in worldview leaders must make to deliver greater success.

**Beyond Corporate Transformation** by Christopher W. Head (1997). How is this book unique/different?

Incorporates views, insights, and change methodologies from some of the finest management consulting firms.

Includes examples of the change efforts of several prominent companies successfully leading transformations in their workplace.

Describes how to lead an entire organization into high performance

Contains a comprehensive change methodology that addresses all of the factors that affect organizational performance, so that no avoidable performance factors are left untouched that can lead to long term performance deficits.

Looks equally at technical and social systems as well as the need for strong leadership and change management skills.

**Brain Storm** by Jason R. Rich (2003).Jason R. Rich has used his creative juices to write a book that promises to help your brain come up with its own storm of ideas. The book covers the basics of using a creative environment to brainstorm and develop new ideas. While some of the concepts discussed are fundamental, they are also classics. About 40% of the book consists of interviews with highly regarded creative thinkers in various fields - a key asset given the premise that one way to become creative is to learn from those who have already mastered this art form. In today’s "by-the-numbers" corporate culture, finding new and better ways to get the job done is a valuable skill.

**Breakthrough Teams for Breakneck Times: Unlocking the Genius of Creative Collaboration** by Laurie Lamantia and Lisa Gundry (Aug 2001): Breakthrough Teams for Breakneck Times presents a proven process for organizations to build teams that go beyond surviving to thriving. Whether a team's goal is charitable fund-raising or new product development, the book outlines 10 essential principles applicable to all teams.

**Building resiliency: how to thrive in times of change**, Pully, M.L. and Wakefield, M. (2001). It may be human nature to resist change—particularly when it’s delivered as a hardship, disappointment, or rejection. But by developing resiliency managers can not only survive change, but also learn, grow, and thrive in it. In fact, for leaders, developing resiliency is critical. Resiliency helps managers deal with the pressures and uncertainties of being in charge in organizations today. This guidebook defines resiliency, explains why it’s important, and describes how you can develop your own store of resiliency. It focuses on nine developmental components that, taken together, create a sense of resiliency and increase your ability to handle the unknown and to view change—whether from disappointment or success—as an opportunity for development.

**Built to Last: Successful Habits of Visionary Companies,** Collins, Jim Porras, Jerry (1997) *Built to Last* became an instant business classic. This audio abridgement is read by the authors, who alternate chapters. Collins is a bit breathlessly enthusiastic, but clear and interesting; Porras, unfortunately, is poorly inflected and wooden. They set out to determine what's special about "visionary" companies--the Disneys, Wal-Marts, and Mercks, companies at the very top of their game that have demonstrated longevity and great brand image. The authors compare 18 "visionary" picks to a control group of "successful-but-second-rank" companies. Thus Disney is compared to Columbia Pictures, Ford to GM, and so on.

**Change Is the Rule** by Holland, Winford E. "Dutch" (2000). Leaders across the entire spectrum of business are looking for a practical, easily understandable method to implement change. This book draws on the theater, translating the simple yet compelling and universally understood metaphor of "how a Broadway play works" to how change works in today’s organizations.

**Competing for the Future** by Gary Hamel and C.K. Prahalad (Apr 1, 1996):New competitive realities have ruptured industry boundaries, overthrown much of standard management practice, and rendered conventional models of strategy and growth obsolete. In their stead have come the powerful ideas and methodologies of Gary Hamel and C.K. Prahalad, whose much-revered thinking has already engendered a new language of strategy. In this book, they develop a coherent model for how today's executives can identify and accomplish no less than heroic goals in tomorrow's marketplace. Their masterful blueprint addresses how executives can ease the tension between competing today and clearing a path toward leadership in the future.

**Corporate Imagination Plus** by Bandrowski, James F (2000). Superior companies are innovators, but it is not creativity alone that leads to increased market share, higher return on investment, or greater profit. Rather, success in business is ideas PLUS action. Bandrowski shows that the business objective of developing new ideas is not to find solutions for their own sake, but to seek new ways of viewing a business and therefore compete more effectively. Using hundreds of examples, the author develops a five-step plan that will help a senior manager create and implement a company-wide vision, or assist a division or department manager in setting a strategic direction for his or her unit.

**“Crisis & Renewal”** by Hurst, David K. (2002) presents a radical view of how all successful organizations evolve and renew themselves and of what managers must do to lead the revival. Contrary to traditional organizational theory, which emphasizes rationality and control in the management of change, this book argues that there are times when managers must deliberately create crises by committing acts of 'ethical anarchy' in order to break the constraints of success and renew their organizations. Hurst develops a model of change - the organizational ecocycle - to explain how even successful organizations become systematically vulnerable to catastrophe.

**Diversity Consciousness: Opening our Minds to People, Cultures and Opportunities (3rd Edition)** by Richard D. Bucher and Patricia L. Bucher (Feb 15, 2009): This empowering study on human diversity helps readers develop the ability to understand, respect, and value diversity–and demonstrates how opening one's mind to the views of other peoples and cultures is central for a quality education and successful career. Personalizing the learning experience by integrating a variety of real-life student experiences and perspectives, it discusses topics in a style that promotes self-reflection and dialogue that is inclusive and not condescending. Complete with self-reflective journal questions, case studies, and interactive exercises, it discusses diversity and workplace issues–such as teamwork, conflict management, leadership, racism, prejudice, and communication; and zeroes in on the relationship between an employee's success and his/her ability to develop flexible thinking to positively and effectively deal with a variety of diversity issues.

**Good to Great: Why Some Companies Make the Leap... and Others Don't** , by James C. Collins (2001). This book aims to describe how companies transition from being average companies to great companies and how companies can fail to make the transition. "Greatness" is defined as financial performance several multiples better than the market average over a sustained period of time. Collins finds the main factor for achieving the transition to be a narrow focusing of the company’s resources on their field of competence.

**Harvard Business Review on Breakthrough Leadership** by Harvard Business School Press Goleman, Daniel (2002) The Harvard Business Review Paperback Series is designed to bring today's managers and professionals the fundamental information they need to stay competitive in a fast-moving world. From the preeminent thinkers whose work has defined an entire field to the rising stars who will redefine the way we think about business, here are the leading minds and landmark ideas that have established the *Harvard Business Review* as required reading for ambitious businesspeople in organizations around the globe.

**Highwire Management: Risk-Taking Tactics for Leaders, Innovators, and Trailblazers** by Gene Calvert (Sep 7, 1993): Draws on numerous examples of working managers in organizations such as Aetna, MCI, and NASA to explain and illustrate how to manage the risk-taking process from start to finish, while giving careful consideration to the pros and cons of each risk. Offers specific, practical tactics and provides easy-to-use instruments that will help managers set priorities and develop risk-taking strategies and skills.

**How Breakthroughs Happen: The Surprising Truth About How Companies Innovate** by Andrew Hargadon (Jun 5, 2003): In this fascinating study of innovation, engineer and social scientist Andrew Hargadon argues that our romantic notions about innovation as invention are actually undermining our ability to pursue breakthrough innovations. Based on ten years of study into the origins of historic inventions and modern innovations from the light bulb to the transistor to the Reebok Pump athletic shoe, "How Breakthroughs Happen" takes us beyond the simple recognition that revolutionary innovations do not result from flashes of brilliance by lone inventors or organizations. In fact, innovation is really about creatively recombining ideas, people, and objects from past technologies in ways that spark new technological revolutions.

Leadership and Spirit: Breathing New Vitality and Energy into Individuals and Organizations, by Russ S. Moxley (2000). Moxley asserts that many of today's organizations, and how we understand and practice leadership in them, are killing our spirit. This book offers a different way of understanding and practicing leadership, and provides hope that organizations can be profitable yet satisfying, competitive yet communal, and productive but life-giving.

**Leadership from the Inside Out** by Cashman, Kevin (1999) Still framed in seven simple yet profound "mastery areas," this book serves as an integrated coaching experience that helps leaders understand how to harness their authentic, value-creating influence and elevate their impact as individuals, in teams, and in organizations. Cashman demonstrates that his trademark "whole-person" approach--we lead by virtue of who we are--is essential to sustained success in today's talent-starved marketplace and provides a measurable return on investment. For everyone from CEOs to emerging leaders.

**Leading Change**, by John Kotter (1996). John Kotter, from Harvard Business School, examines the efforts of more than 100 companies to remake themselves into better competitors. He identifies the most common mistakes leaders and managers make in attempting to create change and offers an eight-step process to overcome the obstacles and carry out the firm's agenda: establishing a greater sense of urgency, creating the guiding coalition, developing a vision and strategy, communicating the change vision, empowering others to act, creating short-term wins, consolidating gains and producing even more change, and institutionalizing new approaches in the future.

Put The Moose On The Table: Lessons In Leadership From A CEO's Journey Through Business And Life, by Randall Tobias and Todd Tobias (2003). This book contains lessons about leading by example, vision, successful communication, mentoring, depth vs. breadth, openness vs. secrecy, values and the bonds of reciprocity, risk taking and risk aversion, planning for succession.

**The Collaborative Public Manager: New Ideas for the Twenty-first Century** O’Leary, Rosemary and Bingham, Lisa (2009) Today's public managers not only have to function as leaders within their agencies, they must also establish and coordinate multi-organizational networks of other public agencies, private contractors, and the public. This important transformation has been the subject of an explosion of research in recent years. "The Collaborative Public Manager" brings together original contributions by some of today's top public management and public policy scholars who address cutting-edge issues that affect government managers world-wide. State-of-the-art empirical research reveals why and how public managers collaborate and how they motivate others to do the same.

The Future of Management, by Gary Hamel and Bill Breen (2007). In a world where strategy life cycles are shrinking, innovation is the only way a company can renew its lease on success. It’s also the only way it can survive in a world of bare-knuckle competition. In decades past, many companies were insulated from the fierce winds of Schumpeterian competition. Regulatory barriers, patent protection, distribution monopolies, disempowered customers, proprietary standards, scale advantages, import protection, and capital hurdles were bulwarks that protected industry incumbents from the margin-crushing impact of Darwinian competition. Today, many of these fortifications are collapsing:

**The Heart of Change: Real-Life Stories of How People Change Their Organizations,** by John P. Kotter and [Dan S. Cohen](http://www.amazon.com/Dan-S.-Cohen/e/B001K8CT8W/ref=sr_ntt_srch_lnk_1?qid=1352816642&sr=8-1) (Nov 6, 2012): For individuals in every walk of life and in every stage of change, this compact, no-nonsense book captures both the heart--and the "how"--of successful change. Organizations are forced to change faster and more radically than ever. How are companies faring in meeting these challenges--and what can we learn from their experiences? In this powerful follow-up book--organized around Leading Change's revolutionary eight-step change process--Kotter and co-author Dan Cohen reveal the results of their research in over 100 organizations in the midst of large-scale change. What they found may surprise you. Although most organizations believe change happens by making people think differently--Kotter and Cohen say the key lies more in making them feel differently. They introduce a new dynamic--"see-feel-change"--that sparks and fuels action by showing people potent reasons for change that charge their emotions. Through true stories from real people, the authors present a play-by-play of challenges encountered, mistakes made, and lessons learned through each of the eight steps of change--and offer tips and tools readers can apply within their own organizations.

**The Radical Leap** by Farber, Steven (2004) The business world is ready for an entirely new approach to leadership, and Steve Farber has written the perfect book to energize business leaders and help them make the leap into extreme leadership. In fact, taking a giant "L.E.A.P" forward is exactly what Farber prescribes. What exactly is an extreme leader? One who cultivates love, generates energy, inspires audacity, and provides proof. In his exciting and innovative new business parable, The Radical Leap, Farber explores an entirely new leadership model, one in which leaders aren’t afraid to take risks, make mistakes in front of employees, or actively solicit employee feedback. His book dispenses with the typical, tired notions of what it means to be a leader.

**The Way We’re Working Isn’t Working**. Schwartz, Tony. Free Press, NY (2010). The Way We're Working Isn't Working is one of those rare books with the power to profoundly transform the way we work and live. Demand is exceeding our capacity. The ethic of "more, bigger, faster" exacts a series of silent but pernicious costs at work, undermining our energy, focus, creativity, and passion. Nearly 75 percent of employees around the world feel disengaged at work every day. The Way We're Working Isn't Working offers a groundbreaking approach to reenergizing our lives so we're both more satisfied and more productive-on the job and off.

The World Is Flat: A Brief History of the Twenty-First Century, by Thomas L. Friedman (2007). The lowering of trade and political barriers and the exponential technical advances of the digital revolution that have made it possible to do business instantaneously with billions of other people across the planet. The main message is how technology changes so fast, and people need to educate themselves and upgrade their skills to compete in a flat world.

**Visionary Leadership**, by Burt Nanus (1995). Leadership expert and best-selling author, shows why vision is the key to leadership and demonstrates how any leader can use a logical, step-by-step process to create and implement a powerful new sense of direction in his or her own organization.

**We Don’t Make Widgets: Overcoming the Myths That Keep Government from Radically Improving**. Miller, Ken. Governing Books, Washington, DC (2006) Written for middle- and senior-level managers in state, city and county government, We Don’t Make Widgets explodes the myths that prevent dramatic improvement in government operations. If you’re interested in a new way of thinking about what you do, who you do it for and why you do it, this book is for you.

**What Got You Here Won't Get You There: How Successful People Become Even More Successful,** by Marshall Goldsmith with Mark Reiter (2007). Explains how some senior executives are held back even when their hard work is paying off and they are doing well in your field. But there is something standing between you and the next level of achievement. That something may just be one of your own annoying habits. Perhaps one small flaw—a behavior you barely even recognize — is the only thing that’s keeping you from where you want to be. It may be that the very characteristic that you believe got you to where you are — like the drive to win at all costs — is the one that is holding you back.

**Double click on the following chart to see the extended book list for ECQ1**

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**ECQ 2: Leading People**

**301 Ways to Have Fun at Work**, by Dave Hemsath and Leslie Yerkes (2001). Hemsath and Yerkes believe that it is possible for work to be fun without sacrificing efficiency. In fact, they argue that it will be more efficient if the employees enjoy what they are doing. Hemsath and Yerkes explain how to make everything from training sessions to meetings fun. They even describe methods for improving the daily work grind. The concepts are presented in the authors' "Twelve-Step Method to Fun".

**A Class with Drucker, The Lost Lessons of the World’s Greatest Management Teacher**, by William A. Cohen (2007). Long considered the world’s greatest thinker and writer on management, Peter Drucker’s teachings continue to inspire leaders everywhere. From 1975 to 1979, author William Cohen studied under the Great Man and became the first graduate of his doctoral program. In *A Class with Drucker*, Cohen shares many of Drucker’s teachings that never made it into his countless books and articles, ideas that were offered to his students in classroom or informal settings.

**Anger and Conflict in the Workplace: Spot the Signs, Avoid the Trauma** by Lynne Falkin McClure (May 15, 2000): This book defines the behavior patterns every supervisor and manager should learn to recognize and resolve, before they become dangerous to employees.

**Anger: The Misunderstood Emotion** by Carol Tavris (1989). “This landmark book" *(San Francisco Chronicle)* dispels the common myths about the causes and uses of anger -- for example, that expressing anger is always good for you, that suppressing anger is always unhealthy, or that women have special "anger problems" that men do not. Dr. Carol Tavris expertly examines every facet of that fascinating emotion -- from genetics to stress to the rage for justice.

**Bargaining for Advantage: Negotiation Strategies for Reasonable People 2nd Edition** by G. Richard Shell (May 2, 2006) [Show More](http://www.amazon.com/Ambition-Manage-Success-Failure-Throughout/dp/0595094309/ref=sr_1_1?s=books&ie=UTF8&qid=1354199316&sr=1-1&keywords=Ambition%3A+How+We+Manage+Success+and+Failure+Throughout+Our+Lives) [Show Less](http://www.amazon.com/Ambition-Manage-Success-Failure-Throughout/dp/0595094309/ref=sr_1_1?s=books&ie=UTF8&qid=1354199316&sr=1-1&keywords=Ambition%3A+How+We+Manage+Success+and+Failure+Throughout+Our+Lives) : As director of the renowned Wharton Executive Negotiation Workshop, Professor G. Richard Shell has taught thousands of business leaders, administrators, and other professionals how to survive and thrive in the sometimes rough-and-tumble world of negotiation. His systematic, step-by-step approach comes to life in this book, which is available in over ten foreign editions and combines lively storytelling, proven tactics, and reliable insights gleaned from the latest negotiation research.

**Be the Leader, Make the Difference** by Paul B. Thornton (2002). Can you lead? Can you make the difference? Winning leaders do three things: they challenge the status quo; they build confidence in others; and they coach people on what to do and how to do it. This book explains how the reader can perform each of the three leadership roles.

**Beyond Teams: Building the Collaborative Organization (Collaborative Work Systems Series)** by Michael M. Beyerlein, Susan Freedman, Craig McGee and Linda Moran (Sep 17, 2002) : The flagship book for the new Collaborative Work Systems Series, Beyond Teams provides an overview of this growing field, defines the basic principles, and points the direction toward a series of books. You'll find a framework designed to help you understand the potential and the means of achieving it throughout the key functions of business.

**BIONIC eTeamwork** by Jaclyn Kostner (Oct 1, 2001) :The age of co-located teams is dead. Instead of working with the people down the hall, we now work with people whose locations span the globe. To achieve real success, companies can't just plug into the new technology. They must learn how to collaborate effectively when people are not in one place. They must create fast, cohesive, Bionic eTeamwork from afar-the next wave of virtual teamwork. Armed with new technology and new methods, eTeams allow companies to break the speed of light.

**Building Effective Project Teams (With CD-ROM)** by Robert K. Wysocki (2001). This book offers a new and unique approach to developing project teams: treat the development of the team just as you would the development of software. Wysocki walks readers through the key phases for assigning project teams, supplementing the discussion with working examples garnered from his years of experience as a consultant to IT and software development project teams. Readers will learn how to use Wysocki's project team analysis tools to analyze their own teams and gain valuable insight into the five typical personality types that most teams will face.

**Capitalizing On Conflict: Strategies and Practices for Turning Conflict to Synergy in Organizations: A Manager's Handbook** by Kirk Blackard and James W. Gibson (2002). Going beyond discussions of dispute resolution, this practical guide outlines an integrated model for understanding and managing conflict in organizations.

**Coaching, Counseling & Mentoring: How to Choose & Use the Right Technique to Boost Employee Performance** by Florence M. Stone (Jan 3, 2007):There's a big difference between continuously encouraging employees to do their jobs well (coaching), attempting to fix poor performance (counselling), and helping top performers excel (mentoring). Unfortunately, most managers don't truly understand how and when to do each. The updated and revised edition of "Coaching, Counselling & Mentoring" gives managers specific, practical techniques for using all three to improve the performance of all their people. Filled with helpful tools like self-assessments and real-life scenarios, this is an essential guide for managers who want to build their confidence and skill in getting the most from their people.

**Coaching, Mentoring, and Managing: Breakthrough Strategies to Solve Performance Problems and Build Winning Teams** by Micki Holliday (Sep 15, 2001):This book offers hundres of practical, easy-to-learn techniques every manager can use to coach employees to become more productive, positive, inspired, and effective. Filled with real-world advice and management-changing exercises, this manual shows how to get the most from employees in today's era of downsizing, layoffs, buyouts, and mergers.

**Communicating Effectively (The Briefcase Books)** by Lani Arredondo (Sep 25, 2000):Communicating Effectively shows busy managers how to combine proven techniques and strategies with the latest technologies for successful, results-directed interaction. Included are techniques for shaping positive perceptions, tips for giving instructions and corrective feedback, strategies for making your points in presentations and e-communications, and more.

**Conflict Resolution** by Daniel Dana (Dec 13, 2000): Successful management depends on the ability to quickly and effectively manage conflicts. Conflict Resolution includes hands-on information for effectively communicating with employees, disciplining and even terminating employees, understanding and using organizational politics, and more.

**Creating Leaderful Organizations: How to Bring Out Leadership in Everyone** by Joseph A. Raelin (Feb 9, 2003): Creating Leaderful Organizations demonstrates the bottom-line benefits of this model, shows how it is already working in numerous companies, and offers guidance in implementation. Author Joseph Raelin explains how to distribute leadership roles; develop individuals to be leaders; deal with resistance; and achieve the "4 c's of leaderful practice" -- concurrent leadership, collective leadership, collaborative leaders, and compassionate leaders.

**Credibility: How Leaders Gain and Lose It, Why People Demand It (J-B Leadership Challenge: Kouzes/Posner)** by James M. Kouzes and Barry Z. Posner (Aug 2, 2011): As the world falls deeper into economic downturns and warfare, the question of credibility (how leaders gain and lose it) is more important than ever. Building on their research from The Leadership Challenge, James Kouzes and Barry Posner explore in Credibility why leadership is above all a relationship, with credibility as the cornerstone, and why leaders must "Say what you mean and mean what you say." This first full revision of the book since its initial publication in 1993 features new case studies from around the world, fully updated data and research, and a streamlined format.

**Crisis Leadership** by Gene Klann (Oct 5, 2003): Nothing tests a leader like a crisis. The highly charged, dramatic events surrounding a crisis profoundly affect the people in an organization and can even threaten the organization's survival. But there are actions a leader can take before, during, and after a crisis to effectively reduce the duration and impact of these extremely difficult situations. At its center, effective crisis leadership is comprised of three things--communication, clarity of vision and values, and caring relationships. Leaders who develop, pay attention to, and practice these qualities go a long way toward handling the human dimension of a crisis. In the end, it's all about the people.

**Danger in the Comfort Zone: From Boardroom to Mailroom -- How to Break the Entitlement Habit That's Killing American Business,** by Bardwick, Judith (1995) - Since the original publication of this important and controversial book, it has stirred up business thinkers everywhere. Now the landmark work has been updated and expanded (with five all-new chapters) to meet today's continuing challenges to the nation's productivity and morale. "This book offers timely solutions to America's national crisis."--Association Trends

**Dealing with Difficult People: How to Deal with Nasty Customers, Demanding Bosses and Annoying Co-workers** by Roberta Cava (Aug 14, 2006):Dealing with Difficult People is the revised and updated edition of the international best seller, updated to reflect recent changes in the workplace and designed to benefit anyone who has ever had to deal with angry, rude, impatient or aggressive people. Dealing with Difficult People offers proven techniques for working better with others, reducing stress and anxiety, and increasing confidence and enthusiasm in all professional relationships.

**Dealing with People You Can’t Stand, Revised and Expanded Third Edition: How to Bring Out the Best in People at Their Worst** by Rick Kirschner and Rick Brinkman (May 23, 2012):Dealing with People You Can’t Stand has been helping good people deal with bad behavior in a positive, professional way for nearly two decades. Unfortunately, as the world becomes smaller and time more compressed, new difficult people are being made all the time. So Kirschner and Brinkman have updated their global bestseller to help you wring positive results from even the most twisted interactions you’re likely to experience today.

**Developing Employees Who Love to Learn: Tools, Strategies, and Programs for Promoting Learning at Work** by Linda Honold (Nov 21, 2000): This much-needed book is filled with innovative learning strategies for any organization that wants to stay competitive by creating opportunities for employees to advance themselves—and their businesses—by learning to learn.

**Difficult Conversations** by Stone, Douglas, Bruce Patton and Sheila Heen (2010) We've all been there: We know we must confront a coworker, store clerk, or friend about some especially sticky situation--and we know the encounter will be uncomfortable. So we repeatedly mull it over until we can no longer put it off, and then finally stumble through the confrontation. *Difficult Conversations*, by Douglas Stone, Bruce Patton, and Sheila Heen, offers advice for handling these unpleasant exchanges in a manner that accomplishes their objective and diminishes the possibility that anyone will be needlessly hurt. The authors, associated with Harvard Law School and the Harvard Project on Negotiation, show how such dialogues actually comprise three separate components: the "what happened" conversation (verbalizing what we believe really was said and done), the "feelings" conversation (communicating and acknowledging each party's emotional impact), and the "identity" conversation (expressing the situation's underlying personal meaning).

**Difficult Conversations: How to Discuss What Matters Most** by Douglas Stone, Bruce Patton, Sheila Heen and Roger Fisher (Nov 2, 2010): We attempt or avoid difficult conversations every day-whether dealing with an underperforming employee, disagreeing with a spouse, or negotiating with a client. From the Harvard Negotiation Project, the organization that brought you Getting to Yes, Difficult Conversations provides a step-by-step approach to having those tough conversations with less stress and more success. You’ll learn how to:   
• Decipher the underlying structure of every difficult conversation   
• Start a conversation without defensiveness   
• Listen for the meaning of what is not said   
• Stay balanced in the face of attacks and accusations   
• Move from emotion to productive problem solving

**Discipline of Teams**, by Jon R. Katzenbach, Douglas K. Smith, and Doug Smith (2001). This book explains how to implement the disciplines, frameworks, tools, and techniques required for team- and small-group performance. Hot topics covered include: why small-group performance demands expertise at two disciplines, team level and leader level, instead of one; virtual teams; and global teams. This book combines practical exercises with cutting-edge insights, and both authors are authorities on the subject.

**Discipline Without Punishment: The Proven Strategy That Turns Problem Employees into Superior Performers** by Dick Grote (Mar 10, 2006): This new edition of the bestselling "Discipline Without Punishment" has been updated to help a new generation of managers and HR professionals adopt a positive, proven method for getting problem employees back on track. Packed with real-life examples, sample dialogues, helpful worksheets, and a no-nonsense sensibility that busy readers will sorely appreciate, the book remains an eye-opening, forward-looking, practical guide to making your disciplinary system equitable and effective.

**Emotions in the Workplace: Understanding the Structure and Role of Emotions in Organizational Behavior (J-B SIOP Frontiers Series)** by Robert G. Lord, Richard J. Klimoski and Ruth Kanfer (Apr 15, 2002) : This book is the first to bring together recent findings in one place and present a solid industrial/organizational research perspective on this complex area of inquiry. Emotions in the Workplace offers a concise, scholarly introduction to new developments and an overview of how basic theory and research in affect and emotions has influenced the science and practice of industrial/organizational psychology. A varied and distinguished group of contributors examines emotional regulation in organizations on a number of different levels, integrating research on individual, dyadic, group, and organizational-level phenomena.

**Encouraging the Heart** by Kouzes, Jim (2003) Leadership authorities James M. Kouzes and Barry Z. Posner say employees perform best when their contributions are genuinely appreciated. Unfortunately, the two contend, most executives have not mastered the decidedly soft-management skill of "encouragement" that fosters such behavior. In *Encouraging the Heart*, they examine how this type of compassionate supervision is becoming a critical part of successful management today, and through example and suggestion they describe how readers can establish the process in their own businesses.

**Encouraging the Heart: A Leader's Guide to Rewarding and Recognizing Others** by James M. Kouzes and Barry Z. Posner (Jan 21, 2003): All too often, simple acts of human kindness are often overlooked and underutilized by people in leadership roles. Advising mutual respect and recognition of accomplishments, Encouraging the Heart shows us how true leaders encourage and motivate those they work with by helping them find their voice and making them feel like heroes. Recognized experts in the field of leadership, authors James Kouzes and Barry Posner show us that, through love, leaders can encourage, and indeed allow those around them to be their very best. Both practical and inspirational, Encouraging the Heart gives readers a thoughtful approach to motivating individuals within an organizational structure.

**EVA and Value-Based Management: A Practical Guide to Implementation** by S. David Young and Stephen F. O'Byrne (Nov 22, 2000): Economic Value Added (EVA) and Value Based Management (VBM) are today’s hottest management buzzwords. But written information has often been biased and clouded by the authors’ hidden agendas. EVA and Value-Based Management is the first book to unflinchingly discuss the pros and cons of EVA and VBM. Covering both implementation and conceptual issues, with a strong emphasis on performance measurement, value drivers, and management compensation, it allows readers to come to their own informed conclusions.

**Executive Charisma: Six Steps to Mastering the Art of Leadership** by D. A. Benton (Oct 17, 2005): Bestselling author and world-renowned executive development coach D.A. Benton demonstrates that charismatic executives are not just born, they are made. A proven six-step process for acquiring the style, flair, and credibility needed to make it to the top. According to a recent *Wall Street Journal* article, managers who do not exude an all encompassing self-confidence, style, poise, and energy, in short, "executive presence," are highly unlikely to make it to the corner office. Unfortunately, the vast majority of managers, even the most talented and ambitious ones, are not born with these personal qualities. In this breakthrough book, bestselling author and world-renowned executive development coach D. A. Benton helps readers acquire executive charisma.

**Facing the Fire: Experiencing and Expressing Anger Appropriately** by John Lee and William Stott (Jun 1, 1993): The author of The Flying Boy describes how repressing anger can have profound effects on personal health and guides readers step by step through the process of getting past their fears.

**Fierce Conversations: Achieving Success at Work and in Life One Conversation at a Time** by Susan Scott (Jan 6, 2004): The master teacher of positive change through powerful communication, Susan Scott, wants her readers to succeed. To do that, she explains, one must transform everyday conversations employing effective ways to get the message across. In this guide, which includes exercises and tools to take you step by step through the Seven Principles of Fierce Conversations, Scott teaches readers how to:

Overcome barriers to meaningful communication

Expand and enrich conversations with colleagues, friends, and family

Increase clarity and improve understanding

Handle strong emotions-on both sides of the table

**First Among Equals: How to Manage a Group of Professionals** by Patrick J. McKenna and David H. Maister (Apr 9, 2002): Managing people over whom you have no real power is a challenge, particularly in professional service firms where, increasingly, top professionals are being tapped to lead their peers. In this guide, two renowned consultants show professional group managers lacking formal authority how to lead colleagues to peak performance. They speak directly to those who have gone from focusing on their own performance to being a group manager in charge of leading others. From understanding the group leader role to setting terms of reference and effectively dealing with talented prima donnas, McKenna and Maister present a thorough introduction to managing and orchestrating talent.

**Flight of the Buffalo: Soaring to Excellence, Learning to Let Employees Lead** Zemke, et al (1994). A hardcover bestseller now in paperback presents a management program that encourages employee leadership--which today's companies must have more of if they are to survive the coming decades.

**FYI For Teams (2nd Edition)** by Capretta Cara C, Robert W. Eichinger, Michael M. Lombardo and Victoria V. Swisher (2010):FYI for Teams 2nd Edition is based on research that has identified the key behaviors critical for high-performing teams and includes 200 easy-to-implement development tips for improving team effectiveness.

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**Handle With CARE: Motivating and Retaining Employees** by Barbara A. Glanz (Jun 19, 2002): Internationally known motivational author and speaker Barbara Glanz provides managers and supervisors with innovative techniques for engaging, developing, and motivating employees. Glanz outlines a framework based on the CARE model­­ Creative Communication, Atmosphere and Appreciation for all, Respect and Reason for being, Empathy and Enthusiasm­­ for understanding what employees really want from managers. The book is based on research with 1,200 employees at dozens of organizations and includes hundreds of practical ways managers can motivate employees to peak performance while creating an organizational culture that is supportive instead of cutthroat, enjoyable instead of intimidating, and profitable on every level.

How Great Decisions Get Made, by Don Maruska (2006). This book shows how to bring out the best in people, so that the process of decision-making cements groups together rather than pulling them apart.

**How Great Leaders Get Great Results,** by John Baldoni (2005). This book takes a fresh look at how leaders achieve results. Baldoni explains that results are achieved by setting the vision, creating alignment, guiding execution and insisting on discipline as they push the enterprise forward. He also explains that successful leaders allow for risk and demonstrate courage in the achievement of results that stand the test of time. It provides real-world insights that can help leaders achieve inspired results for themselves, their teams, and their people.

**If You Want It Done Right, You Don't Have to Do It Yourself!: The Power of Effective Delegation** by Donna M. Genett (Jan 1, 2004):In this delightful, quick-to-read, business-management allegory, Donna M. Genett, Ph.D., uses an entertaining narrative about identical cousins, James and Jones, to introduce her successful six-step program for effective delegation. Whether you are the one delegating or you wish to help your boss become a better delegator, these six simple steps are guaranteed to lighten your workload and give you more time to focus on what’s really important—on and off the job.

**Introduction to conflict and teams: enhancing team performance using the TKI**, Thomas, K., and Thomas, G.F. (2004) Builds on the Thomas-Kilmann Conflict Mode Instrument (TKI), designed to help you and your teammates understand your individual team member styles of conflict and ways that you can increase your individual effectiveness as team members. Helps you identify your team's style for dealing with conflict, based on the styles of the team's members, and suggests ways to help the team function more effectively as a group.

**It's Your Ship: Management Techniques from the Best Damn Ship in the Navy**, by Michael Abrashoff (2002). As commander of the USS *Benfold*, Captain D. Michael Abrashoff demonstrated how progressive management can succeed. Abrashoff’s suggestions include: lead by example; listen aggressively; communicate purpose and meaning; create a climate of trust; look for results, not salutes; take calculated risks; go beyond standard procedure; build up your people; generate unity; and improve your people's quality of life.

**Leaders as Teachers** by Edward Betof (2009). Leaders learn and acquire experience from many places, but ask successful leaders how they became successful; it’s usually because they learned from other great leaders. The idea of using an organization’s leaders as the keystone of a successful learning strategy might seem obvious, but few groups employ this strategy because they don’t know how. It’s not something that just happens—unless you’re very lucky. So why wouldn’t you use experienced leaders to inspire, mentor, coach, and develop other talented leaders to their full potential? Here’s the journey of Becton, Dickinson and Company (BD), which created and deployed a leadership development program that relies on all its top leaders (even the CEO) to train other leaders.

**Leadership Presence: Dramatic Techniques to Reach Out, Motivate, and Inspire** by Halpern, Belle and Lubar, Kathy (2003) Read *Leadership Presence* and give the gift of presence to all those you touch. Halpern and Lubar take a fresh approach to leadership by providing the tools to authentically express yourself as you genuinely create value with others." (Kevin Cashman, CEO, LeaderSource and author of *Leadership from the Inside Out* and *Awakening the Leader Within*).

**Leading Leaders: How to Manage Smart, Talented, Rich, And Powerful People,** by Jeswald W. Salacuse (1995). Salacuse provides an action-packed practical prescription. It begins and ends with communications, as Salacuse admits its fundamental power to gain trust and motivate others. Much of his advice is also based on knowledge of others' interests and the concomitant willingness to tailor messages, conversations, and potential outcomes. With these two competencies, leaders seeking to lead others can readily follow the myriad lists, from the principles affecting critical conversations to the seven daily tasks of leadership.

**Leading quietly: an unorthodox guide to doing the right thing, by Badaracco, J.L. (2002)** When we think of great leaders, it's usually the charismatic, globally influential Churchill, Patton, Jack Welch who spring to mind. But as Harvard Business School professor Badaracco (Defining Moments: When Managers Must Choose Between Right and Right) correctly points out, everyday leadership is not so dramatic, and daily leadership decisions are rarely carried out at the top of an organization. Badaracco focuses here is on helping the middle- and senior-level managers who make the ordinary decisions that ultimately determine an organization's success.

Leading with Authenticity in Times of Transition, by Kerry A. Bunker and Michael Wakefield (2005). This book offers a framework for understanding the issues and competencies that contribute to effective leadership during times of change. Its purpose is to help leaders determine how to choose and move among a variety of managerial approaches -- to help them see what's working, what's not working, and what's missing. In this way, leaders can more clearly assess their impact and learn how to meet the demands of both managing the business and leading the people.

**Managing Conflict with your Boss**, Sharpe, D. and Johnson, E. (2007) Key aspects of effective ways in dealing with troublesome disputes with supervisor are explained in the book. Conflict is a common problem in every workplace scenario where there are interactions of individuals who have different views, value principles, requirements and behaviors. The fact that the boss has significant power over you and the different perceptions with regard to disagreement situation make this type of conflict management more frustrating experience. The task of managing conflict is one of the key competencies for successful leaders who do not leave interpersonal conflict with their boss or higher management unresolved in order to maintain productive interactions and fruitful relationships within the organization.

**Principle Centered Leadership** by Covey, Stephen (1992) The great "angst" of life has seemingly gripped us all, and there seems to be no limit to the number of writers offering answers to the great perplexities of life. Covey, however, is the North Star in this field. Following his successful Seven Habits of Highly Effective People (S. & S., 1989), Covey now responds to the particular challenges of business leaders by applying his natural laws, or principles, of life to organizations. Covey explains these laws (security, guidance, wisdom, and power), and discusses how seven-habits practice and focus on these principles will result in personal and organizational transformation. He reminds us that personal and organizational success is hard work, requires unwavering commitment and long-term perspective, and is achievable only if we are prepared for a complete paradigm shift in our perspective. Without hesitation, strongly recommended for all management collections.

**Sticking to it: the art of adherence,** Colan, L.J. Win or Lose? (2003) You Choose. The game of business is won by those who execute their strategies. Sticking to It is the first step to creating a sustainable competitive advantage for your team. Challenges for today's leaders are always changing, but the formula for winning remains the same...focus on "how" more than "what". Strategy gets you in the game - execution gets you in the winner's circle. This book reveals the secret to success for high achieving individuals and teams and can help you propel ahead of your competition.

**The 21 Irrefutable Laws of Leadership** by Maxwell, John (1998) Internationally recognized leadership expert, speaker, and author John C. Maxwell has taken this million-seller and made it even better:

* Every Law of Leadership has been sharpened and updated
* Seventeen new leadership stories are included
* Two new Laws of Leadership are introduced
* New evaluation tool will reveal your leadership strengths-and weaknesses
* New application exercises in every chapter will help you grow.

**The 7 Habits of Highly Effective People** by Covey, Stephen (1989). Stephen Covey, an internationally respected leadership authority, realizes that true success encompasses a balance of personal and professional effectiveness, so this book is a manual for performing better in both arenas. His anecdotes are as frequently from family situations as from business challenges. Before you can adopt the seven habits, you'll need to accomplish what Covey calls a "paradigm shift"--a change in perception and interpretation of how the world works. Covey takes you through this change, which affects how you perceive and act regarding productivity, time management, positive thinking, developing your "proactive muscles" (acting with initiative rather than reacting), and much more. This isn't a quick-tips-start-tomorrow kind of book. The concepts are sometimes intricate, and you'll want to study this book, not skim it.

**The Five Dysfunctions of a Team: A Leadership Fable.** Lencioni, Patrick (2002) In keeping with the parable style, Lencioni (The Five Temptations of a CEO) begins by telling the fable of a woman who, as CEO of a struggling Silicon Valley firm, took control of a dysfunctional executive committee and helped its members succeed as a team. Story time over, Lencioni offers explicit instructions for overcoming the human behavioral tendencies that he says corrupt teams (absence of trust, fear of conflict, lack of commitment, avoidance of accountability and inattention to results). Succinct yet sympathetic, this guide will be a boon for those struggling with the inherent difficulties of leading a group.

**The Inspirational Leader** by Adair, John (2009): Leadership guru John Adair talked with a bright young executive about leaders and the tenets of leadership, and recorded the conversations in this unique, philosophical book. Adair addresses tough questions about leadership and drills down beyond management and deep into human nature. He doesn't bother with leadership buzzwords, but instead discusses in meaningful terms the qualities that make a leader effective. People aren't born leaders, Adair says, they are made. Although the book is a bit too philosophical at times, the author's instructions to the young executive (which make up the text of the book) are thought-provoking, and the quotes peppered throughout the book are memorable.

**The Platinum Rule** by Alessandra, Tony and O’Connor, Michael J. (1998): Do you struggle to gain your co-workers’ cooperation on projects? When you pitch a great new idea, do some of your colleagues seem indifferent or unreceptive? The problem may be a personality clash, and Tony Alessandra and Michael J. O’Connor show you how to resolve it. First, learn to identify the four basic business personalities: “Directors, Socializers, Relaters and Thinkers.” Then, modify your behavior to accommodate each type. As you learn the strengths of the different personality types, you can use them to increase your team’s effectiveness. Being aware of each type’s weaknesses helps you mentor others toward greater success

**The Power of Appreciative Inquiry: A Practical Guide to Positive Change.** Whitney, Diana and Amanda Trosten-Bloom. Berrett-Koehler Publishers, Inc., San Francisco (2003) *The Power of Appreciative Inquiry* describes a wildly popular approach to organizational change that dramatically improves performance by encouraging people to study, discuss, learn from, and build on what's working, rather than simply trying to fix what's not. Whitney and Trosten-Bloom use examples from many different types of organizations to illustrate Appreciative Inquiry (AI) in action. A how-to book but not a manual, *The Power of Appreciative Inquiry* describes the newest ideas and practices in the field of Appreciative Inquiry since its inception in 1985. In updating the second edition, the authors conducted an appreciative inquiry with first edition readers, focusing especially on users in markets and universities.

Top grading: How Leading Companies Win by Hiring, Coaching and Keeping the Best, by Bradford D. Smart (2005). Essentially a best-practices manual for developing this outstanding personnel pool. It examines in great detail how today's leading organizations have assembled such top-level employees, and then showing precisely how others can do it, too.

**Tribal Leadership** by Logan, David, John King & Halee Fischer-Wright. Collins, New York (2008). The authors, management consultants and partners of JeffersonLarsonSmith, offer a fascinating look at corporate tribes—groups of 20–150 people within a company that come together on their own rather than through management decisions—and how executives can use tribes to maximize productivity and profit. Drawing upon research from a 10-year study of more than 24,000 people in two dozen organizations, they argue that tribes have the greatest influence in determining how much and what quality work gets done.

**True North: Discover Your Authentic Leadership**, by Bill George and Peter Sims (2007). *True North* presents a concrete and comprehensive program for leadership success and shows how to create your own Personal Leadership Development Plan centered on five key areas: knowing your authentic self, defining your values and leadership principles, understanding your motivations, building your support team, and staying grounded by integrating all aspects of your life.

**What Did You Say? The Art of Giving and Receiving Feedback**, Seashore, Charles, Edith Seashore and Gerald Weinberg (1992). Offering opinions is the second most necessary ingredient for human life. Studies show that we can go only three minutes without air, perhaps three days without water, maybe three weeks without food. . . and but three hours without offering somebody our suggestions, responses, or critiques. A perennial "hot" topic in management circles is the process of giving, getting and analyzing advice.

**Wooden on Leadership** by Wooden, John (2005) John Wooden’s goal in 41 years of coaching never changed; namely, to get maximum effort and peak performance from each of his players in the manner that best served the team. *Wooden on Leadership* explains step-by-step how he pursued and accomplished this goal. Focusing on Wooden’s 12 Lessons in Leadership and his acclaimed Pyramid of Success, it outlines the mental, emotional, and physical qualities essential to building a winning organization, and shows you how to develop the skill, confidence, and competitive fire to “be at your best when your best is needed”--and teach your organization to do the same.

**Double click on the following chart to see the extended book list for ECQ2**

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**ECQ 3: Results Driven**

**Balanced Scorecard Step-by-Step: Maximizing Performance and Maintaining Results** by Paul R. Niven (Sep 1, 2006): "*In Balanced Scorecard Step-by-Step*, Second Edition, Paul Niven provides an intuitive and incredibly effective blueprint for transitioning strategic ambition to execution. Paul's pragmatic approach provides leaders with a tool for managing a company's journey from strategic ideas to world-class performance. The Balanced Scorecard is a masterful tool for guiding companies through transformation, and I speak from personal experience when I say Paul's blueprint works! It is the most effective guide I have seen. *Balanced Scorecard Step-by-Step* will serve any leader well if their ambition is to efficiently engage their teams in achieving a set of strategic goals."

**Breaking the Glass Ceiling** by Morrison, Ann M. et al. (1992) examines the factors that determine success or derailment in the corporate environment, reveals how the executive environment is different for women, and looks at the new obstacles along the road to the top.Vital reading for every woman in business and for every employer and manager now responsible for the removal of advancement barriers for women, *Breaking the Glass Ceiling* explodes the long-held myths and provides practical advice on how to smash the glass ceiling.

**Bringing out the Best People: This book packs a lot of content into 208 pages by Aubrey C. Daniels (1999).** This book is not afraid to challenge some popular management theories. He even mentions in his preface that "human performance has been trivialized by many books, the popular press and management folklore. The author uses behavioral analysis as an approach to managing people. This systematic, data-focused method is concerned with measurable results, not subjective qualities like "improved teamwork" or "better employee morale."

**Competing Against Time: How Time-Based Competition is Reshaping Global Markets** by George Stalk (Feb 27, 2003): Today, time is the cutting edge. In fact, as a strategic weapon, contend George Stalk, Jr., and Thomas M. Hout, time is the equivalent of money, productivity, quality, even innovation. In this path-breaking book based upon ten years of research, the authors argue that the ways leading companies manage time—in production, in new product development, and in sales and distribution—represent the most powerful new sources of competitive advantage.

**Competitive Intelligence for the Competitive Edge** by Alan F. Dutka (Jan 1, 2000): "Competitive Intelligence for the Competitive Edge" shows you how to integrate your business's operations--particularly marketing, advertising, and strategic planning--with the latest competitive intelligence techniques in order to achieve positive results in all areas.

**Control Your Destiny or Someone Else Will (Collins Business Essentials)** by Noel M. Tichy and Stratford Sherman (Apr 5, 2005): Acknowledged as the outstanding business leader of the late twentieth century, Jack Welch made General Electric one of the world's most competitive companies. This dynamic CEO defined the standard for organizational change, creating more than $400 billion in shareholder value by transforming a bureaucratic behemoth into a nimble, scrappy winner in the global marketplace.

**Creativity in Product Innovation** by Goldenberg, Jacob and David Mazursky (2002) describes a remarkable new technique for improving the creativity process in product design. Certain "regularities" in product development are identifiable, objectively verifiable and consistent for almost any kind of product. These regularities are described by the authors as Creativity Templates. This book describes the theory and implementation of these templates, showing how they can be used to enhance the creative process and thus enable people to be more productive and focused. Representing the culmination of years of research on the topic of creativity in marketing, the Creativity Templates approach has been recognized as a breakthrough in such journals as Science, Journal of Marketing Research, Management Science, and Technological Forecasting and Social Change.

**Crisis Marketing: When Bad Things Happen to Good Companies** by Joe Marconi (Dec 1, 2008): "In an era of special interests and ambush journalism, any company can suddenly find itself on the defensive. *Crisis Marketing* offers a valuable guide to what a company can do before a crisis occurs and how to get beyond it.

**Deadline! How Premier Organizations Win the Race Against Time**, by Dan Carrison (2002). This book contains **adventure stories for today’s fast-paced business environment.** In the world of business, every second counts and some seconds count more than others. Executives never know when a critical time challenge is going to rear its ugly head, and knowing exactly how to handle it is the only thing that stands between success and failure. Here, based on the author’s personal on-site interviews and observations, are the stories of prestigious organizations in a wide variety of industries successfully facing seemingly impossible deadlines.

**Decision Making: Its Logic and Practice** by Byron M. Roth and John D. Mullen (Oct 2002): This text, written by a philosopher and a social psychologist, emphasizes concrete applications of decision research to problems of everyday living, as well as to business, social, and political issues. The text contains scores of interesting examples and problems for analysis, ranging from personal decisions about medical treatment to Truman's decision to use the atomic bomb. There is no other text with such a wide-ranging coverage, with so practical an orientation, with such clear descriptions of the steps to effective decision making, and with so many end-of-chapter problems for analysis and practice.

**Demystifying Six Sigma: A Company-Wide Approach to Continuous Improvement** by Larson, Alan (2002). Is Six Sigma the exclusive domain of manufacturing and service operations, or can excellence be mandated (and achieved) throughout an entire organization? This refreshing book reveals how to apply the legendary quality assurance program across all departments and processes, creating a permanent, company-wide Six Sigma culture. Author Alan Larson, a Motorola veteran, has created a simple and practical Continuous Improvement model, and offers a strategy for managing the change to Six Sigma-driven operations and philosophy. Larson's approach is based on the seven key elements of Six Sigma: \* Focus on customer satisfaction \* Use of data and systems \* Setting improvement goals \* Team approach \* Employee involvement \* Defining roles \* Personal growth Field-proven in organizations of all types, Larson's methodology can help any company make quality a real and viable strategic objective."

**Do It Right the Second Time: Benchmarking Best Practices in the Quality Change Process** by

Merrill, Peter (1997). Is your organization looking back on its quality process and saying, "it failed"? Are you concerned that TQM is just another fad, only to be replaced by the next improvement movement? Don't jump ship just yet. Everyone experiences some failure in his or her quality improvement process. Successful organizations are different because they learn from their failures and do it right the second time. The author takes you sequentially through the activities required to lead a lasting change from vision to final realization. More importantly, he stresses the balance between process improvement and people improvement.

**Don't Kill the Bosses: Escaping the Hierarchy Trap** by Culbert, Samuel A. and John B. Ullmen (2001). The book identifies the culprit as one-sided accountability and shows the consequences: warped communication, corrupt internal politics, illusionary teamwork, and a pass-the-buck mentality. The proposed solution is surprisingly simple: Replace this particular hierarchical relationship -- without disposing of the organizational chart -- with an alternative model. The authors demonstrate how to establish candid, equal-footing relationships that allow organizations to work effectively and productively.

**Driven: How Human Nature Shapes our Choices by** Paul R. Lawrence and Nitin Nohria (2001). In this astonishing, provocative, and solidly researched book, two Harvard Business School professors synthesize 200 years of thought along with the latest research drawn from the biological and social sciences to propose a new theory, a unified synthesis of human nature. Paul Lawrence and Nitin Nohria have studied the way people behave in that most fascinating arena of human behavior-the workplace-and from their work they produce a book that examines the four separate and distinct emotive drives that guide human behavior and influence the choices people make: the drives to acquire, bond, learn, and defend. They ultimately show that, just as advances in information technology have spurred the New Economy in the last quarter of the twentieth century, current advances in biology will be the key to understanding humans and organizations in the new millennium.

**Driving Growth Through Innovation: How leading firms are transforming their futures** by Robert B. Tucker (2012). The strategies and best practices and methods in these pages are based on my two decades' experience working with companies to improve innovation. If you're open to learning from their experiences - from their failures and successes - I believe you will discover an approach that is right for your firm and will help you grow. I also believe you'll grow as an individual in the process of mastering innovation.

**Eat That Frog!: 21 Great Ways to Stop Procrastinating and Get More Done in Less Time** by Brian Tracy (Jan 1, 2007): The legendary Eat That Frog! (more than 450,000 copies sold and translated into 23 languages) provides the 21 most effective methods for conquering procrastination and accomplishing more. This new edition is revised and updated throughout, and includes brand new information on how to keep technology from dominating our time.

**Execution: The Discipline of Getting Things Done** by Larry Bossidy, Ram Charan and Charles Burck (Jun 15, 2002): The book that shows how to get the job done and deliver results . . . whether you’re running an entire company or in your first management job. Larry Bossidy is one of the world’s most acclaimed CEOs, a man with few peers who has a track record for delivering results. Ram Charan is a legendary advisor to senior executives and boards of directors, a man with unparalleled insight into why some companies are successful and others are not. Together they’ve pooled their knowledge and experience into the one book on how to close the gap between results promised and results delivered that people in business need today.

**Getting a Project Done on Time: Managing People, Time, and Results** by Paul B. Williams (Apr 7, 1996): This guide to successful project management provides an easy-to-follow roadmap to planning a course of action, staying on track and finishing a project. The book supplies step-by-step instructions on project management, including how to: begin a project with realistic goals; apply planning techniques to co-ordinate multiple tasks and activities; and communicate with supervisors and influence colleagues. It provides guidelines that are applicable to a wide variety of readers, from a newly appointed project manager to a tech professional with a complex assignment but no team. It is also filled with self-assessment tools, checklists, tips and other aids for getting a big job done on time and with desired results.

**Getting Results: Five Absolutes for High Performance** by Clinton O. Longenecker and Jack L. Simonetti (Jun 1, 2001): You have the vision. Now you have the means to achieve it. Written by two experts from the University of Michigan Business School, this book outlines a proven five-step process for achieving the organizational imperatives you want in a systematic fashion you can follow. The authors offer field-tested guidance on how to focus company-wide efforts on desired outcomes, create a positive working environment that encourages achievement, and practice continuous improvement to sustain and improve operating results. Based on extensive research that includes data gathered from more than 2,000 managers, the book includes a wealth of illustrative case studies, vignettes, and self-assessments that will help you see your way to success.

**Getting Things Done When You Are Not in Charge** by Geoffrey M. Bellman (Sep 9, 2001): Trying to get results while working without the apparent authority to do so can be a challenge, but not an insurmountable one. In this revised edition of his bestseller, Geoffrey Bellman shares his proven techniques for enlisting key people in the cause; gaining the support of decision makers; making a greater impact on the organization; taking the right risks at the right time with the right people; creating self-rewards; increasing work effectiveness and self-satisfaction; and navigating through the thicket of organizational politics and power.

**Getting Things Done: The Art of Stress-Free Productivity** by David Allen (Dec 31, 2002): In today's world, yesterday's methods just don't work. In *Getting Things Done*, veteran coach and management consultant David Allen shares the breakthrough methods for stress-free performance that he has introduced to tens of thousands of people across the country. Allen's premise is simple: our productivity is directly proportional to our ability to relax. Only when our minds are clear and our thoughts are organized can we achieve effective productivity and unleash our creative potential.

**Harnessing the Power of Action Learning** by Marquardt, Michael Brand (2004)-recognizable companies such as Samsung, Dow, GE, Deutsche Bank and Boeing share one powerful workplace-learning tool known as action learning. This learning tool has helped the companies to create new products and services, improve service quality, cut costs and make fundamental changes to their organizations cultures.

**High Velocity Leadership : The Mars Pathfinder Approach to Faster, Better, Cheaper** by Brian K. Muirhead, William L. Simon and Price Pritchett (Apr 1999): In this fast-paced personal account, Muirhead and coauthor William L. Simon explain how the Pathfinder team overcame the odds by discarding the familiar and replacing it with imaginative new technology, a highly unusual organizational structure, and a score of innovative business solutions ranging from the geography of the workplace to ways of speeding up procurement to an intuitive style of decision making on the run.

**Make Success Measurable!** by Douglas Smith (1999). This is a how-to book, emphasizing outcomes as opposed to actions in setting goals. You'll learn how to: Set goals that matter. Set non-financial as well as financial goals and link them together. Understand and use outcome-based goals that support success while avoiding activity-based goals that produce failure. Select and use management disciplines needed to achieve your goals.

**Overcoming the Five Dysfunctions of a Team** by Lencioni, Patrick (2002), In the years following the publication of Patrick Lencioni’s best-seller *The Five Dysfunctions of a Team,* fans have been clamoring for more information on how to implement the ideas outlined in the book. In *Overcoming the Five Dysfunctions of a Team*, Lencioni offers more specific, practical guidance for overcoming the Five Dysfunctions—using tools, exercises, assessments, and real-world examples. He examines questions that all teams must ask themselves: Are we really a team? How are we currently performing? Are we prepared to invest the time and energy required to be a great team? Written concisely and to the point, this guide gives leaders, line managers, and consultants alike the tools they need to get their teams up and running quickly and effectively.

**The Art of War**, by Sun Tzu (2005). "The art of war" has been required reading at many military academies around the world, and is surprisingly relevant even for today's conflicts. It covers a variety of different aspects of warfare including laying plans, waging war, terrain, energy, maneuvering, and even the use of spies. Sun Tzu was very aware that war should be the last resort but if you were going to "do war" then you should do it properly and ruthlessly to ensure victory.

**The Blue Way : How to Profit by Investing in a Better World**, by Daniel de Faro Adamson and Joe Andrew (2007). It is about business ethics and progressive corporate leadership. This book is a compelling case that sustainable investing strategies and progressive economic policies simply work better over the long term.

**The HR Scorecard: Linking People, Strategy, and Performance**, by Brian E. Becker, Mark A. Huselid, and Dave Ulrich. (2001) HR Scorecard introduces a new way of measuring and thinking about the contributions of individuals to business success. It makes the case that the role of Human Resources is increasingly important, as company assets become more intangible and reliant on intellectual capital. Provides a framework that focuses on identifying where Human Resources issues exist, where performance drivers are and how to develop a measurement system that provides valid, reliable indicators of Human Resources' contribution to the success of strategy implementation, and ultimately to firm performance.

The on-time, on-target manager: how a “last minute manager” conquered procrastination. Blanchard, K. Gottry, S. (2004). *The On-Time, On-Target Manager* is the story of Bob, a typical middle manager who puts things off to the last minute. As a result, he misses deadlines because his lack of focus causes him to accomplish meaningless tasks before getting to the important things. Like many professionals, Bob rationalizes, justifies, and tries to explain. Luckily, Bob is sent to his company's CEO -- which stands for "Chief Effectiveness Officer" -- who helps him deal with the three negative side effects of procrastination: lateness, poor work quality, and stress to himself and others. Bob learns how to transform himself from a crisis-prone Last-Minute manager into a productive On-Time, On-Target manager.

The ROI of Human Capital: Measuring the Economic Value of Employee Performance, by Jac Fitz-Enz (2000). This book offers a blend of management expertise and quantitative metrics, showing executives and HR professionals how to gauge human costs and productivity at three critical levels: Organizational (contributions to corporate goals), Functional (impact on process improvement), and Human resources management (value added by five basic HR department activities).

The Southwest Airlines Way: Using the Power of Relationships to Achieve High Performance, by Jody Hoffer Gittell (2005). In an industry that regularly loses billions of dollars, Southwest Airlines has an unbroken string of 31 consecutive years of profitability. The book explains that they succeed through their high performance relationships based on shared goals, shared knowledge, and mutual respect among all levels of management, employees, and suppliers.

**Double click on the following chart to see the extended book list for ECQ3**

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**ECQ 4: Business Acumen**

**100+ Tactics for Office Politics (Barron's Business Success)** by Casey Fitts Hawley (May 16, 2008): Titles in Barron's Business Series are of special interest to newcomers to the corporate world, offering them practical advice on career advancement. The books are written by experienced business professionals and cover a wide range of business topics, from effective methods of communication with business colleagues to dealing with difficult people. Here are up-to-date tips on the moves every successful professional must make for advancement in the corporate world. Here too are 25 ‚"career blowers‚" to avoid at all costs. Readers will find tips on dealing with difficult bosses and less-than-enthusiastic colleagues, countering dirty politics from unscrupulous colleagues, and creating a general action plan for career success.

**101 Biggest Mistakes Managers Make and How to Avoid Them** by Mary Albright (Jan 1, 1997): Now there's a comprehensive, instant-answer guide to avoiding over 100 of the most common mistakes made by managers that no business course ever told you about - until now. This valuable career-enhancing guide details where the pitfalls lie, so you can avoid them more easily, as well as how to recover from a mistake quickly and prevent it from happening again. You'll discover how to avoid such management blunders as not having clear objectives, delegating the wrong jobs, being defensive to criticism, ignoring office politics, taking on risky projects with little payoff, solving performance problems with new technology, getting caught up in the rumor mill, letting other managers steal away your staff, and much more!

**Assimilating New Leaders (The Key to Executive Retention**, by Downey, Diane March, Tom Berkman, Adena (2001). Newly hired senior executives don’t need any help, right? After all, they’re getting paid top dollar for knowing their stuff! The reality is that executives often do need guidance and support when joining an organization. In fact, a recent survey reported that more than 70% of newly hired executives left their jobs within the first two years! These missteps can wreak havoc on subordinates, departments, customers, suppliers and ultimately the bottom line.

**Beyond Reengineering** by Michael Hammer (1996) has captured the imagination of managers and shareholders alike, sending corporations on journeys of radical business redesign that have already begun to transfigure global industry. Yet aside from earning them improvements in their business performance, the shift into more-process-centered organizations is causing fundamental changes in the corporate world, changes that business leaders are only now beginning to understand

**Beyond World Class** by Alan M. Ross (Sep 21, 2001): In Beyond World Class, leaders learn the process of "auditing" for people values, including how to: \*Envision the future to create solutions for problems that are not yet visible. \*Redirect staff accountability to encourage the company to reach its fullest potential on behalf of the customer. \*Implement six human-values principles that will transform any organization. Practical how-to combined with best practices case studies illuminate for CEOs, executives, and senior managers the strategies that drive organizational excellence. Beyond World Class proves the benefits of incorporating employees, customers, and suppliers into a culture of character.

**Blink: The Power of Thinking Without Thinking**, by Gladwell, Malcolm (2005). *Blink* is about the first two seconds of looking--the decisive glance that knows in an instant. Gladwell, the best-selling author of The Tipping Point, campaigns for snap judgments and mind reading with a gift for translating research into splendid storytelling. Building his case with scenes from a marriage, heart attack triage, speed dating, choking on the golf course, selling cars, and military maneuvers, he persuades readers to think small and focus on the meaning of "thin slices" of behavior. The key is to rely on our "adaptive unconscious"--a 24/7 mental valet--that provides us with instant and sophisticated information to warn of danger, read a stranger, or react to a new idea.

**Business Climate Shifts: Like a ship’s captain, a CEO is only as good as the latest weather report** by Burke, W. Warner et al (2001).If a chief executive unknowingly steers his or her ship into the path of a hurricane, that ship’s in trouble, no matter how skillful a seaman that captain may be. And unfortunately for CEOs, hurricanes - in the form of disruptive changes that remake markets overnight - have become almost an everyday danger. Authors W. Warner Burke, William Trahant and Richard Koonce argue that the most critical function of a corporate leader today is to monitor and respond to these rapid shifts in the external marketplace, or business climate. To illustrate this point, they offer insightful profiles of leaders who successfully guided their companies through the storms of organizational change initiatives. These profiles are especially effective in giving the reader both a sense of the personalities of these dynamic executives and a practical breakdown of the methodologies and strategies that they employed

**Clutter-Proof Your Business** by Nelson, Mike (2002). Cluttering steals your time and money. Written by a self-professed recovering clutterer, this book tells you how you can eliminate clutter from your office and become more profitable and productive. Traditional methods only work short-term. Here are proven, radically different solutions that help employees stay organized for life. Expert advice from personnel managers, career coaches, consultants, psychologists, and executives-combined with practical methods that blend systems and psychological approaches-will provide solutions for workplace clutter problems. You may have spent thousands of dollars on professional coaches and organizing techniques and gotten no lasting results. This book puts cluttering into a different paradigm because it makes us look at the root causes of clutter and provides a new solution that will prevent clutter from complicating your business and your life.

**CODE NAME GINGER** by Kemper, Steve (2003) delivers a masterful narrative about the art of invention, the soul of an inventor, and the birth of a revolutionary machine. For anyone who has ever wondered what it was like inside Thomas Edison's lab or the Wright Brothers' garage, here is the twenty-first century equivalent. This is the story behind the creation of "Ginger, " code name for the top-secret project that renowned inventor and entrepreneur Dean Kamen believes will change the world: the Segway Human Transporter. One of the most talked-about products of recent times, the Segway is a self-balancing, electronic "people mover"--an engineering marvel that Kamen calls "magic sneakers." Kamen gave journalist Steve Kemper exclusive access to the project for the critical eighteen months during which the Segway was designed, prototyped, and readied for manufacture.

**Competing on Analytics: the New Science of Winning,** by Thomas H. Davenport and Jeanne G. Harris (2007). This book argued that the secret of leading companies to develop their competitive advantage strategy relied on sophisticated quantitative and statistical analysis and predictive modeling supported by data-savvy senior leaders and powerful IT.

**Crossing the Minefield- Tactics for Overcoming Today's Toughest Management Challenges** by Barner, Robert W. (1994). This manager's guide to problem-avoidance identifies six major challenges that managers must face: responding quickly to internal and external demands; managing stress overload, amongst themselves and staff; focusing everyone's efforts on truly critical issues; motivating their staff; making the most out of insufficient staff; and dealing effectively with internal politics. The book describes each of these critical areas in detail, highlighting warning symptoms and strategies and tactics to overcome the challenges, as well as exercises, charts, quotes and real-life examples. It also includes a ready-to-use trainer's f=quide to teach these techniques to an entire management staff. Robert W. Barner is the author of "Lifeboat Strategies".

**Customer Winback: How to Recapture Lost Customers--And Keep Them Loyal** by Jill Griffin and Michael W. Lowenstein (Feb 15, 2001): Most firms consider the lost customer a lost cause. But in this ground breaking book, Jill Griffin and Michael Lowenstein provide you with step-by-step solutions for winning back lost customers, saving customers on the brink of defection, and making your firm defection proof. Whether your business is small or large, product- or service-based, retail or wholesale, this book offers proven strategies for recognizing which lost customers have the highest win-back value and implementing a sure-fire plan to recover them. It includes the techniques of hundreds of innovative companies who are already working to recapture lost customers and keep them loyal. In today's hyper-competitive marketplace, no customer retention program can be entirely foolproof, but with this guide gives you today's best methods for winning back those customers you simply can't afford to let go.

**Customers Rule! Why the E-Commerce Honeymoon is over and where Winning Businesses Go From Here** by Roger D. Blackwell and Kristina Stephan (Jun 19, 2001):In Customers Rule! you'll learn about the crucial operational requirements for success in today's hyperaccelerated, hypercompetitive retail environment, discover how to reach online customers (and keep them once you do), observe successful online and offline branding strategies, and see how successful companies are creating customer satisfaction 24/7, 365 days a year. There's much more, but Blackwell and Stephan's principal message is that a blended strategy which preserves the best of the old and takes the best of the new is the surest way to success.

**Dancing With the Dinosaur: Learning to Live in the Corporate Jungle** by William Lareau (1994). The plain-talking, tell-it-like-it-is, hold-nothing back author of CONDUCT EXPECTED and AMERICAN SAMURAI describes in detail what’s going on in the brutal world of the 21st century business and what you must do to beat uncaring organizations at their own game. Lareau shows you how to identify what type of organizations has you in its jaws. Each type values and rewards different behaviors. Make a mistake and your career gets it in the neck.

**Decision Management: How to Assure Better Decisions in Your Company** by J. Frank Yates (Jan 7, 2003): Why do the people in some companies continually dazzle us with their brilliant decisions while those in others make one blunder after another? Do they understand their businesses better? Are they just plain smarter? Or is it all a matter of luck? The answer, says J. Frank Yates, is none of the above. The real key, rarely recognized, is how the leaders manage the company's decision processes—the leaders' decision management practices. Drawing on his thirty years of research and experience as well as scholarship from psychology, economics, statistics, strategy, medicine, and other fields to explain the fundamental nature of business decision problems, Yates highlights the ten cardinal decision issues crucial to managing the decision-making process—and ultimately better company decisions.

**Decision-Making Group Interaction: Achieving Quality** by Patton, Bobby R. and Timothy M. Downs (2002). Formerly entitled "Decision-Making Group Interaction," the new edition of this popular small group book features a new title that reflects the substantial and exciting revision it has undergone. Long known for its unique focus on issues of quality group interaction, Patton & Downs' book introduces the communication practices, patterns, and circumstances that promote or inhibit group performance. The Fourth Edition includes several new chapters addressing the most recent developments in the field and a wealth of new case studies, in addition to new and expanded information on a variety of issues: multiculturalism and diversity; strategic planning; conflict management; uses of technology in group contexts; ethics; benchmarking and quality assessment processes; and how to present findings of a group project or work team. For anyone interested in small group communication and/or group decision making.

**Decisions, Decisions: The Art of Effective Decision Making** by David A. Welch (Nov 2001):In this engrossing and entertaining guide, David Welch, who has studied the decision-making process at the highest levels, shows how both the science and the art of decision-making are essential to us all. Welch lays out nine steps to effective decision-making and then demonstrates how to apply these steps to real-world situations. He gives readers the intellectual tools to assess their strengths and weaknesses and stresses that self-knowledge is critical for making the right decisions. This enjoyable, clearly written guide will enable decision-makers at every level to find the best possible solution for dilemmas both big and small.

**Distributed Work** by Pamela J Hinds and Sara Kiesler (May 7, 2002):Distributed work alters how people communicate and how they organize themselves and their work, and it changes the nature of employee-employer relationships. This book takes a multidisciplinary approach to the study of distributed work groups and organizations, the challenges inherent in distributed work, and ways to make distributed work more effective. Specific topics include division of labor, incentives, managing group members, facilitating interaction among distant workers, and monitoring performance. The final chapters focus on distributed work in one domain, collaborative scientific research. The contributors include psychologists, cognitive scientists, sociologists, anthropologists, historians, economists, and computer scientists.

**E Writing: 21st Century Tools for Effective Communication** by Dianna Booher (Feb 1, 2001):Are you guilty of e-mail "trigger finger"? Do you constantly "cc" people you never even see? What are today's rules for conducting business over the Internet? Now, The Elements of Style meets "the Miss Manners of memos" in the ultimate writing guide for the digital age.

**Empowering Yourself: The Organizational Game Revealed,** Coleman, Harvey (1996) Hard work and good performance only will not guarantee success. Coleman offers detailed "how-to" techniques for professionals interested in upward mobility and for those who just want to better understand "why" certain things happen in their environment.

**Entrepreneurial Management: Creating successful business plans Raising capital and structuring deals Maximizing profits and growth** by Robert J. Calvin (Dec 15, 2010): "Entrepreneurial Management" walks you through the myriad tactical and strategic issues that are essential to successfully starting a new business. "Entrepreneurial Management" helps you to get the ball rolling, reviewing the business knowledge and tactics required to transform your vision into a winning business strategy and a thriving entrepreneurial success story.

**e-Profit** by Cohan, Peter (2000): Peter Cohan’s book is too useful to read in linear progression. Each chapter is a self-contained unit composed of an e-commerce problem, a case study analyzing how one company attempted to solve the problem, and a series of principles for effective problem solving. The book presents all aspects of e-commerce in useful detail, from motivating the reluctant CEO to managing the implementation of an e-commerce project. This book is for senior executives and change leaders, but it is useful to anyone who wants to learn more about the process of designing, developing, and implementing an e-commerce project. Project managers and consultants also will find the book useful because it presents the e-commerce buyer’s perspective in straightforward detail.

**Every Business Is a Growth Business: How Your Company Can Prosper Year After Year** by Ram Charan and Noel Tichy (Apr 4, 2000): Every Business Is a Growth Business is your one-stop guide to making profitable growth happen. It's a radical and refreshing source of ideas, inspiration, and common sense, all based on the unparalleled experience and access of Ram Charan and Noel Tichy.

**Executive Warfare: 10 Rules of Engagement for Winning your War for Success**, by David D’Alessandro It's not enough anymore to be smart, hard-working, and able to show results; At this level, everybody is smart, hard-working, and able to show results. Now it's a game for grown-ups. What really sets you apart is the relationships you build with people of influence. These people can include your peers, your employees, your organization's directors, reporters, vendors, and regulators-as well as the people directly above you in the organizational hierarchy.

**Expect the Unexpected (or You Won't Find It): A Creativity Tool Based on the Ancient Wisdom of Heraclitus** by Roger VonOech and George Willett (Sep 9, 2002): Heraclitus lived 2,500 years ago, but his adages, including "You can't step in the same river twice" and "Dogs bark at what they don't understand, " remain surprisingly relevant today. Expect the Unexpected or You Won't Find It uses 30 of Heraclitus's epigrams to unleash creativity. Treating each saying as an inexhaustible source of inspiration, author Roger von Oech supplies anecdotes, riddles, questions, and hidden jokes designed to topple old modes of thought and fire the imagination. Reversing expectations, turning change to advantage, creating powerful metaphors -- these concepts derived from Heraclitus can help anyone searching for new approaches to problem solving.

**Financial Management: Theory and Practice, by Brigham, Eugene and Erhardt, Michael (2004)** This text remains the only text in the market that presents a balance of financial theory and applications. The authors maintain the same four goals as with the first edition: helping learners to make good financial decisions, providing a solid text for the introductory MBA course, motivating learners by demonstrating finance is relevant and interesting, and presenting the material clearly.

**First, Break all the Rules** by Buckingham, Marcus and Curt Coffman. Simon & Schuster (1999) Marcus Buckingham and Curt Coffman expose the fallacies of standard management thinking in *First, Break All the Rules: What the World's Greatest Managers Do Differently*. In seven chapters, the two consultants for the Gallup Organization debunk some dearly held notions about management, such as "treat people as you like to be treated"; "people are capable of almost anything"; and "a manager's role is diminishing in today's economy." "Great managers are revolutionaries," the authors write. "This book will take you inside the minds of these managers to explain why they have toppled conventional wisdom and reveal the new truths they have forged in its place."

**Formulation, implementation, and control of competitive strategy**, Pearce, J. A. Robinson, R. B. (1999) Contemporary research in strategic management, with an emphasis on conceptual tools and skills created by scholars and practitioners in the field are evident throughout this 12-chapter text-only book. Formulation, Implementation, and Control of Competitive Strategy is the softcover, text-only version of Pearce and Robinson's STRATEGIC MANAGEMENT. Pearce and Robinson present a unique pedagogical model created by the authors. Instructors who desire quantitative analysis will like the financial data available here. The new, strong coverage of Business Week material provides a currency and uniqueness to the text.

**Get Organized in the Digital Age** by Lucy H. Hedrick (Aug 1, 2002):Technology is supposed to make our lives easier. But all those beeps and buttons can make you crazy...or at very least confused. With sound, simple tips on how to choose the best in technology and use it to make the best of your life, this book helps you get in control - and shows you how to turn technology into a source of sanity instead of a source of stress.

**Getting Out From Under: Redefining Your Priorities In An Overwhelming World** by Stephanie Winston (Apr 4, 2000):*Getting Out from Under* will help you create an oasis of time and space in which to take a longer, more discerning look at the cross-purposes at work in your over-extended life. Whether Stephanie Winston helps you create a little breathing room in your hectic day or galvanizes you to start to make wholesale lifestyle changes, the advice, encouragement, and strategies she shares in *Getting Out from Under* will no doubt help you balance the pressures of an overwhelming world.

**Hiring and Keeping the Best People:** by Harvard Business School Press (2003). This book, part of the Harvard Business Essentials series, packs a huge amount of valuable information about hiring and retaining a great workforce into 200-odd pages. If more companies followed its five-step hiring process, not only would talented employees face greater competition for their services, companies would get better staffers and the fit of workers to their jobs would improve. The book demonstrates an awareness of the realities of diversity in the modern workplace and the expectations employees have about work-life balance. The writing is clear and concise, and avoids jargon.

**How Customers Think: Essential Insights into the Mind of the Market** by Gerald Zaltman (Feb 21, 2003): In this thoroughly researched, documented, footnoted book, author Gerald Zaltman opens a gateway into a deep, fertile field for marketing professionals. After a thorough review of traditional marketing research techniques based on the abysmal failures of consumer surveys and focus groups, Zaltman addresses the importance of the subconscious in framing consumer attitudes and behaviors. He cites a wide variety of interdisciplinary sources, including results from biochemical research about brain function. This is definitely not a light read, but it has insight and offers great potential for dedicated, large corporation marketers who have a background in behavioral science.

**How Digital Is Your Business?** by Adrian J. Slywotzky, Karl Weber and David J. Morrison (Nov 7, 2000): *How Digital Is Your Business?* is a groundbreaking book with universal appeal for everyone in the business world. It offers, Profiles of the future: the in-depth story of the digital pioneers--Dell Computer, Charles Schwab, Cisco Systems, Cemex. Insight into how to change a traditional enterprise into a digital business: the stories of GE and IBM. An analysis of the profitable dot-coms: AOL, Yahoo!, and eBay.

Impact Hiring: The Secrets of Hiring a Superstar, by Frederick W. Ball, Barbara B. Ball, Michael P. Byrum, Editors of The New York Institute of Finance (2000). This book outlines an effective and powerful game plan for the hiring team. It explains how to take ownership of the interview process to defining the ideal success profile; from developing a competitive edge to negotiating a win/ win package and seal the deal.

**Improving Customer Satisfaction, Loyalty, and Profit** by Michael D. Johnson (Mar 20, 2007):A Book in the University of Michigan Business School Series It's a simple equation: no customers equals no profits. So how can a company ensure that its customers enjoy a consistently satisfying experience? In this book, two experts from the University of Michigan Business School lay out a five-stage process that links all of the key measures of customer satisfaction with marketing strategy and product development to guarantee excellent customer service. Johnson and Gustafsson show managers how to break down the organizational barriers that defy great customer service and instead tie together their customer value chain to create a cohesive customer measurement and management system. So, if like most companies, yours has only a fleeting understanding of its relationship with its customers, this book offers the organizational know-how to make and keep them happy.

In an era when written communication in the workplace is more crucial than ever, at a time when many professionals all but completely eschew face-to-face dealings, E-writing is poised to become the new bible of business writing. Accessible and inviting, this Web-savvy "how-to" book promises to transform anxious e-mail hacks and mediocre memo writers into eloquent electronic scribes in no time at all.

**In CEO Capital** by Gaines-Ross, Leslie (2003). Dr. Gaines-Ross describes in practical terms the strategies to follow--and the obstacles to avoid--so that CEOs can enhance the reputation of their company during the five stages of their tenure. About the author: Dr. Leslie Gaines-Ross is chief knowledge and research officer at Burson-Marsteller, a leading global communications consultancy with more than 1,600 employees worldwide. Previously, she served as Fortune's communications and marketing director.

**In Praise of Good Business: How Optimizing Risk Rewards Both Your Bottom Line and Your People** by Judith M. Bardwick (Apr 2, 1998): In Praise of Good Business celebrates the great business turnaround of the 1990s. But it does more than that. It shows the management skills needed to continue the management revolution. In her 1991 international bestseller, Danger in the Comfort Zone, Judith Bardwick showed the basis for the hard management decisions that provided the framework for the American economic resurgence. She now cautions us not to rest on our success and lays out very specifically how we need to manage in the new economic environment.

**Inside the Minds: Industry CEOs on Customer Relationship Management (CRM) Software: CEOs from Reynolds & Reynolds, Harte-Hanks, Aspect & Other CRM ... the Keys to Profitable Customer Relationships** by Richard Brock, Gregory J. Hanson, Michael Silton and Beatriz V. Infante (Jul 2003):This book pulls readers through all facets of Customer Relationship Management, from top to bottom. The different niches presented and the various perspectives illustrated enable readers to get inside the industry's great minds and gain valuable insights into the business, as the experts go back to basics in a must-read for anyone interested in building successful relationships with customers.

**Intuition at Work: Why Developing Your Gut Instincts Will Make You Better at What You Do** by Gary A. Klein (Dec 24, 2002): The first book to demystify the role of intuition in decision making, INTUITION AT WORK is essential reading for those who wish to develop their intuition skills, wherever they are in the organizational hierarchy.

**Linchpin: Are You Indispensable?** By Godin, Seth (2010) This is by far Seth’s most passionate book. He’s pulling fewer punches. He’s out for blood. He’s out to make a difference. And that glorious, heartfelt passion is obvious on every page, even if it is in Seth’s usual quiet, lucid, understated manner. A linchpin, as Seth describes it, is somebody in an organization who is indispensable, who cannot be replaced—her role is just far too unique and valuable. And then he goes on to say, well, seriously folks, you need to be one of these people, you really do. To not be one is economic and career suicide. No surprises there—that’s exactly what one would expect Seth to say. But here’s where it gets interesting.

**New Leaders 100 Day Action Plan**, by Bradt, George, Jayme Check and Jorge Pedraza (2011): This basic book drills readers with a fundamental message: Good leaders follow specific plans and put their subordinates first. The authors furnish specific tactics you can use to become a disciplined leader, ready and able to produce a top team.

**Now, discover your strengths**, Buckingham, M and Clifton, Ph.D. D.O (2001) The premise of this new management study, a follow-up to Buckingham's First, Break All the Rules (S. & S., 1999), is that the most effective method for motivating people is to build on their strengths rather than correcting their weaknesses. The authors, researchers at the Gallup Organization, have analyzed results of interviews conducted by Gallup of over 1.7 million employees from 101 companies and representing 63 countries. When asked, only 20 percent of these employees stated that they were using their strengths everyday. So that they can take a test revealing their strengths, readers are given access to the StrengthsFinder web site and a special ID number; once they learn their profile, they can read the analysis in the book.

**Peak: How Great Companies Get Their Mojo from Maslow** by Conley, Chip and Jossey-Bass (2007). Despite using the word mojo in the subtitle and citing inspiration he received from 1960s counterculture icon Timothy Leary, this guide to better management isn't for hippies. Yes, Conley started the California boutique hotel chain Joie de Vivre Hospitality with the Phoenix Hotel, once a haven for faded rock stars. And yes, he quotes liberally from rebel CEOs who surf. But Conley's book is packed with thoughtful, instructional stories and advice for entrepreneurs as well as Fortune 500 managers, gleaned from his own experience as well as other business books. At the center of this confessional how-to is psychologist Abraham Maslow's hierarchy of needs; a pyramid that ranks human needs from base to self-actualizing. Used as the basis for employee, customer and stakeholder satisfaction, Conley contends, it can transform a business and its people.

Strategic Hiring: Tomorrow's Benefit Today, by Stephen, J. Blakesley (2006). This book provides an overview of the hiring process and highlights the actions necessary to recruit, hire, and retain the right person for the job and for the company. It provides startling statistics about this country's future workforce and helps managers understand how to successfully deal with the challenges posed by these trends.

**The Human Equation,** by Jeffrey Pfeffer (1998). This book addresses a number of people issues, such as downsizing, hiring practices, compensation approaches, and alignment of management practice with stated values. Although the author favors a fundamental approach, he shores it up with logic, and wit.

**The Underdog Advantage: Using the Power of Insurgent Strategy to Put Your Business on Top**, by David Morey, Scott Miller, David Morey , Scott Miller (2004). After over 25 years of working with top companies, David Morey and Scott Miller have found that the largest corporations are at their best when they act small--not as an arrogant incumbent, but a hungry insurgent.

**Twenty-One Ideas for Managers: Practical Wisdom for Managing Your Company and Yourself** by Charles B. Handy (Sep 1, 2000): Celebrated the world over for his gentle wit and keen insight into human behavior, Charles Handy is widely regarded as one of today's best social and business philosophers. This latest collection of Handy's work groups twenty-one of the revered BBC commentator's best essays on why organizations and the people in them behave the way they do. Beginning with "A World of Differences," which voices Handy's fresh take on diversity in the workplace, each essay is a bite-sized bit of humor and wisdom that sheds new light on what motivates people on the job. As useful as they are incisive, these twenty-one ideas should be heard by anyone seeking fresh perspectives on how better to manage themselves and others.

**Ultimate Performance: Measuring Human Resources at Work**, by Nicholas C. Burkholder, Scott Golas and Jeremy Shapiro (2007). This book argued that today business faces a serious challenge, as the failure to measure human resources performance is just as costly and deadly to modern organizations. Three factors changed the perception of HR management: the significant impact of high-performance HR, the implications of poorly performing HR, and soaring HR operating expenses. These factors have led to an increased demand and focus on HR metrics. This book approaches this challenge by providing clear, proven measurement solutions that will optimize the performance of people and businesses.

**Working GlobeSmart** by Gundling, Ernest (2010): This basic, solid book on global business takes nothing for granted. Author Ernest Gundling teaches by example and illustration, and has something approaching a horror of direct statement. At the end of each chapter, where a bolder writer might insert points to remember, he provides, instead, lists of questions to consider. This book will tell you the skills you need and will make you very aware of your deficits, but it will not tell you precisely how to develop those skills. Gundling does provide a wealth of little, fictitious anecdotes about people who have done the right or wrong thing in global business.

**Double click on the following chart to see the extended book list for ECQ4**

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**ECQ 5: Building Coalitions**

**360 Degree Leader: Developing Your Influence from Anywhere in the Organization,** by John C. Maxwell (2006). Good leaders are not only capable of leading their followers but are also adept at leading their superiors and their peers. Debunking myths and shedding light on the challenges, John Maxwell offers specific principles for Leading Down, Leading Up, and Leading Across. 360-Degree Leaders can lead effectively, regardless of their position in an organization.

**A Survival Guide for Working with Humans: Dealing with Whiners, Back-Stabbers, Know-It-Alls, and Other Difficult People** by Gini Graham Scott (Jan 23, 2004): "The relationships you have with your coworkers can determine not just how pleasant your 9-to-5 life is, but also your ability to get your job done, and even your long-term career success. Packed with real-life strategies for engaging even the most difficult people, "A Survival Guide for Working with Humans" includes interactive quizzes, true-to-life problem and conflict scenarios, and helpful profiles of common personality types. Covering everything from knowing when to speak up (and how), to gracefully navigating through uncomfortable but necessary confrontations, this book is an essential guide no human should be without. "This book goes way beyond counting to ten before you say something you regret!

**Bargaining for Advantage: Negotiation Strategies for Reasonable People 2nd Edition** by G. Richard Shell (May 2, 2006) [Show More](http://www.amazon.com/Ambition-Manage-Success-Failure-Throughout/dp/0595094309/ref=sr_1_1?s=books&ie=UTF8&qid=1354199316&sr=1-1&keywords=Ambition%3A+How+We+Manage+Success+and+Failure+Throughout+Our+Lives) [Show Less](http://www.amazon.com/Ambition-Manage-Success-Failure-Throughout/dp/0595094309/ref=sr_1_1?s=books&ie=UTF8&qid=1354199316&sr=1-1&keywords=Ambition%3A+How+We+Manage+Success+and+Failure+Throughout+Our+Lives) : As director of the renowned Wharton Executive Negotiation Workshop, Professor G. Richard Shell has taught thousands of business leaders, administrators, and other professionals how to survive and thrive in the sometimes rough-and-tumble world of negotiation. His systematic, step-by-step approach comes to life in this book, which is available in over ten foreign editions and combines lively storytelling, proven tactics, and reliable insights gleaned from the latest negotiation research.

**Breakthrough Business Negotiation: A Toolbox for Managers** by Michael Watkins (Jun 15, 2002): If you say po-tay-toe, and they say po-tah-toe, you say to-may-toe and they say to-mah-toe, you can work the whole thing out. Just ask Michael Watkins, Harvard associate professor and author of this solid primer on how to conduct effective negotiations. While "breakthrough" may seem like a title marketing pitch, since many of these techniques have been covered in other books, he organizes the material thoughtfully. Watkins emphasizes multi-party negotiating, examining the power of coalitions. He diagnoses the external and situational factors that shape even two-party negotiations and provides helpful examples, diagrams and lists. His clear interesting style is a big improvement over most ponderous academic tomes on negotiations.

**Building the Bridge As You Walk On It,** by Robert E. Quinn (2004). This book illustrates how anyone can enter and develop effective leadership through reflective action, authentic engagement, appreciative inquiry, grounded vision, adaptive confidence, detached interdependence, responsible freedom, and tough love.

**Bullies, Tyrants, and Impossible People: How to Beat Them Without Joining Them**, Shapiro, Ronald (2005) - The authors offer their blueprint to "outnegotiate, outsmart, outmaneuver, outlast, outlogic, outthink and outwin life's bullies, tyrants, and impossible people--without becoming one yourself." Their approach to getting what you want (in business and personal relationships) with difficult people employs the acronym NICE--Neutralize your emotions, Identify type, Control the encounter, and Explore options. With suggested techniques and case studies, we learn to handle the Situationally Difficult, those who have had a bad day and take it out on you; the Strategically Difficult, those who believe being unreasonable is effective (and it often is); and the Simply Difficult, those with ingrained personality characteristics that negatively affect their behavior. Their final directive refutes the value of revenge and discusses the strategy of walking away. With thoughtful planning and analysis, Shapiro and coauthors present a set of positive steps to resolve intractable situations. This excellent book will appeal to a broad range of library patrons.

**Changing Minds: The Art And Science of Changing Our Own And Other People's Minds (Leadership for the Common Good)** by Howard Gardner (Sep 1, 2006). Think about the last time you tried to change someone’s mind about something important: a voter’s political beliefs; a customer’s favorite brand; a spouse’s decorating taste. Chances are you weren’t successful in shifting that person’s beliefs in any way. In his book, *Changing Minds*, Harvard psychologist Howard Gardner explains what happens during the course of changing a mind – and offers ways to influence that process.

Remember that we don’t change our minds overnight, it happens in gradual stages that can be powerfully influenced along the way. This book provides insights that can broaden our horizons and shape our lives.

**Communicating at Work: Principles and Practices for Business and the Professions** by Ronald Adler and Jeanne Marquardt Elmhorst (Sep 18, 2009): As the leading text in its field, Communicating at Work takes a pragmatic approach that applies scholarly principles to real world business situations. Strong multicultural focus, emphasis on working in teams, and thorough coverage of presentational speaking continue to be hallmark features. The tenth edition features a more streamlined organization, new Technology Tip boxes, new Case Study sidebars, updated coverage of intercultural communication, new communication networks, and more.

**Communicating in Groups: Building Relationships for Effective Decision Making** by Joann Keyton (Jan 22, 2002): The title of this book, communicating in Groups: Building Relationships for Effective Decision Making, speaks to two fundamental components of group interaction: building relationships and making good decisions. In this text, students will discover the unique dynamics of group communication, the essential skills that lead to success, and the group roles, tasks, and processes that pave the way for effective group work. By examining groups from each of these viewpoints, students come to understand the dynamic capacity of each group and learn to treat each group as a unique communication opportunity. To be competent in group communication, as this text emphasizes, students must learn to identify each group situation as unique, assess what skills are needed, and effectively apply the appropriate skills and procedures. In essence, the goal of this text is to provide a toolbox from which students can draw in any group situation whether planning a function with a social club on campus or participating in a task oriented project in an academic or business context. To start this process, students must first become aware of their own communicating in groups and the ways in which it can be improved to enhance group dynamics. The emphasis here is on critical thinking, skills assessment, and practice.

**Communicating Today: The Essentials** by Raymond F. Zeuschner (Aug 30, 2002):Communicating Today: The Essentials combines a solid grounding in theory and history with competency-oriented chapters on interviewing, group discussion, and public speaking. Through this text, students will gain an appreciation for the development of the field, its major areas of emphasis and its relevance and applications to contemporary issues. Each of the 15 chapters features five themes to augment the focus of the chapter: history, diversity, competencies, critical thinking, and technology. Communicating Today: The Essentials challenges students to think about issues, acquire skills and knowledge, understand concepts, and a apply terms and theories to their entire communication repertoire.

**Culturally Speaking: Managing Rapport Through Talk Across Cultures** by Helen Spencer-Oatey (Jun 2004):Using the theory of "politeness" as a springboard, Culturally Speaking develops a new framework for analyzing interactions. The book examines both comparative and interactive aspects of cross-cultural communication through a variety of disciplines, theories, and empirical data. Anyone interested in exploring intercultural communication will find this volume lucid and insightful.

**Diplomacy (A Touchstone book)** by Henry Kissinger (Apr 4, 1995): Moving from a sweeping overview of history to blow-by-blow accounts of his negotiations with world leaders, Henry Kissinger describes how the art of diplomacy has created the world in which we live, and how America's approach to foreign affairs has always differed vastly from that of other nations.

**Do Unto Others: Extraordinary Acts of Ordinary People** by Oliner, Samuel (2003). A passing motorist stops to help the passengers of a car that has crashed into an embankment. A hospice volunteer begins her shift in hospital ward caring for people with AIDS. A Vietnam chopper pilot stops the brutal execution of innocent civilians at Mylai by American soldiers. A firefighter responds to a routine call. All of these people are considered heroes, but what motivates such brave and altruistic acts, whether by trained professionals or just ordinary people? In *Do Unto Others*, Holocaust survivor and sociologist Samuel Oliner explores what gives an individual a sense of social responsibility, what leads to the development of care and compassion, and what it means to put the welfare of others ahead of one's own. Having been saved himself from the Nazis at age 16 as the result of one non-Jewish family’s altruism, Oliner has made a lifelong study of the nature of altruism. Weaving together moving personal testimony and years of observation, Oliner makes sense of the factors that elicit altruistic behavior - exceptional acts by ordinary people in ordinary times.

**DUCY? Exploits, Advice, and Ideas of the Renowned Strategist**, Sklansky, David Schoonmaker, Alan (2010) When Jim McManus, author of the New York Times best-seller, Positively Fifth Street, read our manuscript, he wrote, Whenever I read something by David, I never fail to learn new things about the world. The book is fantastically illuminating, well written, works as a kind of autobiography, and Al's input is effective as commentary. You will probably feel the same way by seeing how creatively combining math, logic, psychology, and probability theory can solve problems you might have previously regarded as unsolvable. Your ability to identify and even manipulate other people's thoughts and desires should improve, as well as your ability to understand and resist other experts who attempt to do the same thing. And this book will almost certainly put money in your pocket.

**Enlightened Office Politics: Understanding, Coping with, and Winning the Game--Without Losing Your Soul** by Michael S. Dobson and Deborah Singer Dobson (Mar 12, 2006): "All too often, Machiavellian managers ruthlessly use office politics to get what they want...and they make good employees feel it's bad to be political. But it doesn't have to be that way! Enlightened Office Politics takes a positive look at the political side of the workplace, explaining why office politics are inevitable, emphasizing their importance, and showing how to play them--and win--in an ethical, principled manner. Readers will learn how to: \* Overcome negative attitudes toward office politics and view them as a force for good \* Determine whether a coworker is friend or foe \* Turn foes into friends \* Discover what motivates others \* Develop their own political skills and use them in appropriate, powerful ways \* Plan and execute an effective ""political campaign""--and more. In the world of office politics, it's play or be played. Enlightened Office Politics proves it's possible to play to win--and still keep a clear conscience."

**Excellence in Communicating Organizational Strategy (Suny Series in International Management)** by Donald P. Cushman and Sarah Sanderson King (Jul 2001): Essays on how organizations effectively communicate strategy to optimize performance.

**Executive EQ: Emotional Intelligence in Leadership & Organizations** by Robert Cooper and Ayman Sawaf (May 19, 1997): A study positing the position that emotional intelligence can improve any business through the use of such virtues as integrity, trust, and understanding also provide effective techniques for instituting these virtues in a corporate environment.

**Forecasting, planning, and strategy for the 21st century,** Makridakis, S.G. Mike Pagidas General Manager, S. C. Johnson & Son (Hellas) (1990) Ltd. Makridakis pounds conventional wisdom about planning and forecasting into dust. The book is rich in case studies and historical examples that Makridakis uses to catalog the characteristics of success and failure. He concludes with solid basic truths about avoiding failure and sustaining success. This is must reading for all managers who are dedicated to the search for new foundations for tomorrow's business.

**From Boomers To Bloggers: Success Strategies Across Generations**. Burmeister, Misti. Synergy Press, Fairfax, VA (2008). From Boomers to Bloggers offers critical information that will help both individuals and organizations achieve success across generations. Taking time to find common ground can only enhance relationships and company productivity. That common ground can often be found through focusing on the company's vision and mission. When organizations create a space where the strengths of each generation can flourish and are aligned with the vision and mission, they meet with success beyond comprehension.

**From the Ground Up! A Workbook on Coalition Building and Community Development** by Kaye, Gillian and Wolff, Tom (1997)- Coalition building and community development are two powerful interventions to create healthy communities. This helpful workbook is a complete toolbox for effectively building these complex, community-wide processes. It shares field ideas, frameworks, and exercises that have evolved from the authors' work in communities across the country. Renowned authors in the field of community development wrote the chapters for this book, including: David Chavis, Stephen Fawcett, Vince Francisco, David Foster, Gillian Kaye, Beth Rosenthal, and Tom Wolff. Chapter titles include: Barriers to Coalition Building and Strategies to Overcome Them; Involving and Mobilizing the Grassroots; Dealing with Conflict in Coalitions; Community Assessment: A Key Tool for Mobilization and Involvement; Monitoring and Evaluation of Coalition Activities and Success. Includes hands-on worksheets.

**Generating Buy-In** by Walton, Mark S. (2003). Leaders don’t exist without followers and followers don’t exist without buy-in. To get people to follow you, tell them where you want to go in such a way that they want to take the trip. Author Mark S. Walton’s very short, concise handbook shows leaders and would-be leaders how to craft compelling stories, how to use images to appeal to their listeners’ imaginations and emotions, and how to use language to advance their goals. Walton employs an easy-to-use outline format that makes it simple to determine if you have everything you need to communicate as clearly as possible. He provides numerous examples of this approach at work in government and business.

**Generations at Work: Managing the Clash of Veterans, Boomers, Xers, and Nexters in Your Workplace** by Ron Zemke, Claire Raines and Bob Filipczak (Oct 11, 1999):At no point in history have so many different generations of employees worked side by side, and they're not always happy about it. This guide explains the differences in values and views, ways of working, talking, and thinking of four distinct generations.

**Getting To Yes, Negotiating Agreement Without Giving In** Roger Fisher, William Ury, and Bruce Patton (1991). *Getting to Yes* is a straightforward, universally applicable method for negotiating disputes without getting taken and without getting angry. It offers a concise, step-by-step, proven strategy for coming to mutually acceptable agreements in every sort of conflict. Based on the work of Harvard Negotiation Project, a group that deals continually with all levels of negotiations and conflict resolutions from domestic to business to international.

**Holistic Management: Managing What Matters for Company Success,** by William F. Christopher (2007). This book explained the implementation of the Viable System Model (VSM) developed by Stafford Beer to the seven key result areas of business developed by Peter Drucker. So, this book is about system thinking on management. This book has strong scientific base and is applicable in business practice.

**Keeping the People Who Keep You in Business** by Branham, Leigh (2001). If you are fed up with recruiting, training and motivating new employees only to see them ride off into the sunset, you probably need to re-think some of your basic approaches to running your business. You can emerge a winner in the now fully joined war for great talent - the inevitable collision of a low unemployment rate with the corporate world’s growing need for skilled workers. Management consultant Leigh Branham has written a lively, thorough guide to keeping great employees. Her book, which is a pleasure to read, is filled with plenty of sound, usable advice and examples from large and small companies. No matter what your industry is or how big your company might be, her guidance is likely to help you keep your best people longer.

**Manager of Choice** by Alrichs, Nancy S. (2003): This book aggregates a plethora of tips and techniques believed - sometimes on the basis of solid research - to boost employee loyalty and organizational productivity. Managers need to learn tactics that will bind employees to them personally and to their companies. Author Nancy S. Alrichs earnestly believes in the thesis that it is important to be a manager whom employees would chose to work for, that is, a manager of choice. Her advice ranges from quite helpful to self-evident to sort of impractical.

**Resonant Leadership: Renewing Yourself and Connecting with Others Through Mindfulness,**

**Hope, and Compassion** by Richard E. Boyatzis (2005). Boyatzis and McKee start by describing the highly stressful conditions in which leaders operate today, and explain sympathetically how many well-intentioned people fall into what they call "dissonance" due to burnout. *Resonant Leadership* moves from this initial exposition of problems--management ineffectiveness, and/or burnout--to solutions. The authors anchor their prescription around three core qualities that they believe resonant leaders must continually cultivate: mindfulness, hope, and compassion.

**Responsible Restructuring** by Cascio, Wayne F. (2002): University of Colorado-Denver management professor Wayne F. Cascio says your company will make more money during tough times if it finds a way to grow with its current employees instead of laying them off. Citing ample research (just see those careful footnotes and all those charts and graphs), he argues that it is simply good business to treat employees as assets to be developed, so they can help your organization reach its goals. If you downsize them out the door, you lose their expertise and commitment. Cascio cites companies that restructured successfully - Compaq, Cisco Systems, Sage Software - to illustrate different approaches. He wraps up with a critical bit of training: how to communicate internal information about the company’s plans to restructure, always a touchy matter.

**Survival of the Savvy: High Integrity Political Tactics for Career and Company Success** Brandon, Rick. Seldman, Marty (2004) In this guide to the often slippery realm of office politics, executive coaches Brandon and Seldman champion a politics of "moral means" to "noble ends." However, some of their wisdom has a Machiavellian cast. They recommend avoiding open confrontation with more powerful managers, explain how to network strategically, cite movie godfather Vito Corleone on the importance of veiling your thoughts and detail procedures for getting to your boss with your side of the story before a rival can bad-mouth you. Much of their advice involves the basics of popularity and tact, like their "Balanced Response" technique for inoffensively quashing colleagues’ flawed or incomplete ideas. Image and self-presentation are covered, with bullet points on "power wardrobe," posture, vocal style ("err on the side of speed and slightly revved-up volume") and body language.

**The art of helping in the 21st Century**, R.R Carkhuff: (1999) This is the ninth edition of The Art of Helping. More than 500,000 copies have been sold over three decades. Literally, millions of people have been trained in helping skills. Many more have been recipients of these skills. The effects upon hundreds of thousands of these recipients have been researched. The results are in: skills acquisition and use are spectacularly powerful. This book explains the essential interpersonal skills needed by professional and lay counselors, teachers, business managers, parents, everyone.

The Power of We: Succeeding Through Partnerships, by Jonathan M. Tisch and Karl Weber (2005). Tisch, head of the Loews Hotels chain, talk about why and how companies can embrace the idea of cooperation and partnership instead of a strategy of winning at all costs. Tisch offers a compelling argument that this kinder and gentler approach is more profitable in the long run. The book includes plenty of very interesting examples of partnership at his own company.

The Trusted Leaders- by Terry Newell, Grant Reeher, and Peter Ronayne (2002) (faculty at the Federal Executive Institute). The focus is on how career leaders in government can build effective relationships.

Top grading: How Leading Companies Win by Hiring, Coaching and Keeping the Best, by Bradford D. Smart (2005). Essentially a best-practices manual for developing this outstanding personnel pool. It examines in great detail how today's leading organizations have assembled such top-level employees, and then showing precisely how others can do it, too.

**Treat People Right: How Organizations and Employees can create a Win/Win Relationship to Achieve High Performance at all Levels**, Lawler, Edward (2003) "Ed Lawler is simply the best thinker about people in organizations today. His new book turns treating people right from magical and nice-to-do clichés to a set of specific, research-based actions that leaders can take."   
— Dave Ulrich, professor, University of Michigan.

**Working across boundaries: making collaborations work in government and nonprofit organizations** Linden, R.M. (2002) *Working Across Boundaries* is a practical guide for nonprofit and government professionals who want to learn the techniques and strategies of successful collaboration. Written by Russell M. Linden, one of the most widely recognized experts in organizational change, this no nonsense book shows how to make collaboration work in the real world. It offers practitioners a framework for developing collaborative relationships and shows them how to adopt strategies that have proven to be successful with a wide range of organizations. Filled with in-depth case studies— including a particularly challenging case in which police officers and social workers overcome the inherent differences in their cultures to help abused children— the book clearly shows how organizations have dealt with the hard issues of collaboration.

**Double click on the following chart to see the extended book list for ECQ5**

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**Fundamental Competencies**

These competencies are the foundation for success in each of the Executive Core Qualifications.

**Absolute Honesty:** This handy guide endeavors to reduce the complex challenge of ethical leadership - with which great minds have struggled for thousands of years - to six simple and absolute rules of honesty by Johnson, Larry and Bob Phillips (2003). The authors clearly explain each rule of absolute honesty they have derived and provide many illustrative anecdotes and examples drawn from daily life. There is a fascinating, moving story of one co-author’s unforgettable experience as a high school track star, and another account about a couple whose marriage ended in divorce after the wife insisted on acting dishonestly. Perhaps the authors believed that this volume would move even the greatest crooks to resolute and unswerving honesty.

**Acts of Compassion: Caring for Others and Helping Ourselves** by Robert Wuthnow (1991): Robert Wuthnow finds that those who are most involved in acts of compassion are no less individualistic than anyone else--and that those who are the most intensely individualistic are no less involved in caring for others.

**Advantage Play by David Ben (2002).** Magician, producer and former tax lawyer David Ben explores the relationship between the secrets of magic and the secrets of success. In lively prose peppered with references to conjurers past and present, Advantage Play offers readers an intensive course in gaining the upper hand. Using classic magic tricks as case studies, Ben applies a magician's most sophisticated techniques to a business manager's most central concerns -- creativity, problem solving, sales and team management. The goal is to teach people how to think like magicians, strike the word "impossible" from their vocabulary, harness their creativity, and control their destinies.

**Ambition: How We Manage Success and Failure Throughout Our Lives** by Gilbert Brim (Sep 22, 2000): In this wise and profound book, a noted social psychologist draws on the latest research and theory on human development and, illustrating with arresting real life examples-from love and marriage, the workplace and careers, sports and games, and more-shows how we deal with winning and losing in our personal lives.

**As a Man Thinketh,** by James Allen (1913). Don’t be fooled by the date of publication. This is a timeless classic with exceptional relevance to all seeking clarification and understanding of their life purpose and a person’s ability to directly influence and impact their progression or lack thereof. This text is widely available through many outlets." As a man thinketh in his heart, so is he". The sum of a man's thoughts are his character. His character influences the conditions and circumstances of his life. Every action springs forth first from thought – even actions considered to be spontaneous and unpremeditated. Act is the blossom of thought, and joy and suffering are its fruit.

**Balancing Acts** by Barbara Glanz (2003). Working adults desperately searching for ways to "do it all" will discover how to let go of guilt and start blending personal priorities into their workday. Managers and executives will find dozens of suggestions for fulfilling their employees' needs for personal time and space, from family-friendly policies to everyday acts of kindness. Instead of feeling guilty about spending the bulk of their time and energy on their careers, readers will recognize and accept where they are in their lives today, and start blending their personal life with their worklife. Featuring dozens of simple, creative, low-cost strategies, *Balancing Acts* gives busy, stressed-out professionals permission to work hard and to every day find opportunities to honor family and friends, nourish spiritual growth, give back to their communities, and enhance their health. Managers and executives will discover how to create the kind of supportive environment that promotes employee well-being and leads to long-term company loyalty.

**Building Trust** by Solomon, Robert C. and Fernando Flores (2001). In business, politics, marriage,

indeed in any significant relationship, trust is the essential precondition upon which all real success depends. But what, precisely, is trust? How can it be achieved and sustained? And, most importantly, how can it be regained once it has been broken?

In *Building Trust*, Robert C. Solomon and Fernando Flores offer compelling answers to these questions. They argue that trust is not something that simply exists from the beginning, something we can assume or take for granted; that it is not a static quality or "social glue." Instead, they assert that trust is an emotional skill, an active and dynamic part of our lives that we build and sustain with our promises and commitments, our emotions and integrity.

**Business Ethics: Ethical Decision Making and Cases** by O. C. Ferrell, John Fraedrich and Ferrell (Dec 27, 2006): This accessible, applied text covers the complex environment in which managers confront ethical decision making. Using a managerial framework, the authors address the overall concepts, processes, and best practices associated with successful business ethics programs--helping students see how ethics can be integrated into key strategic business decisions. The Seventh Edition incorporates comprehensive and rigorous updates that reflect the ever-increasing academic and governmental attention being given to this area. The textbook program provides an abundance of real-world examples and cases, as well as exercises, simulations, and practice tests that provide plenty of opportunity for students to master the text material.

**Calming Your Anxious Mind** by Brantley, Jeffrey and Jon Kabat-Zinn (2003) Drawing on techniques and perspectives from two seemingly different traditions, this second edition of the self-help classic Calming Your Anxious Mind offers you a powerful and profound approach to overcoming anxiety, fear, and panic. From the evidence-based tradition of Western medicine, learn the role your thoughts and emotions play in anxiety. And, from the tradition of meditation and the inquiry into meaning and purpose, discover your own potential for presence and stillness, kindness and compassion-and the tremendous power these states give you to heal and transform your life.

**Changing for Good** by Prochaska, James O. et al. (1995). This groundbreaking book offers simple self-assessments, informative case histories, and concrete examples to help clarify each stage and process. Whether your goal is to start saving money, to stop drinking, or to end other self-defeating or addictive behaviors, this revolutionary program will help you implement positive personal change . . . for life.

Combating Corruption, Encouraging Ethics, by William L. Richter and Frances Burke (2007). Discusses unique ethical problems of twenty-first century public administration.

**Coming Up for Air** by Sawi, Beth (2000). Leave work at five and don't feel guilty! Beth Sawi, tells you how to make more time for your personal life while still enhancing the quality of your work life.The balance issue can affect anyone. Despite the hard work and dedication her job demands, Sawi has found ways to get out of the home/office time bind and be an active parent to her two children and shares them in this book.

**Communicating Effectively** by Saundra Hybels and Richard Weaver II (Mar 18, 2011): Communicating Effectively, Tenth Edition, presents the foundations of communication theory and provides many opportunities for skill building practice. Using a pragmatic approach with numerous examples from the classroom, workplace, and community, students will learn to appreciate the practical application of the ideas, concepts, and theories in their own lives and in the lives of people close to them.

**Crucial Conversations: Tools for Talking when Stakes are High** by Kerry Patterson, Joseph Grenny, Al Switzler, Ron McMillan (2002) Learn how to keep your cool and get the results you want when emotions flare. When stakes are high, opinions vary, and emotions run strong, you have three choices: Avoid a crucial conversation and suffer the consequences; handle the conversation badly and suffer the consequences; or read *Crucial Conversations* and discover how to communicate best when it matters most. *Crucial Conversations* gives you the tools you need to step up to life's most difficult and important conversations, say what's on your mind, and achieve the positive resolutions you want.

**Daydreaming: Unlock the Creative Power of Your Mind** by Barth, F. Diane (1997). Much has been written on the significance and interpretation of nighttime dreams, but what about dreams that occur during the day? Here is the first book to explore this rarely researched phenomenon--a habit that can occupy thirty to forty percent of our waking hours and one that offers valuable clues to discovering personal happiness and satisfaction. Drawing on actual cases from her own extensive studies in the area, psychoanalyst F. Diane Barth guides readers toward an understanding and appreciation of their daydreams. She explains the significance of not only a daydream's content but the context in which it occurred. Numerous helpful exercises show readers how to decode the messages contained in their daydreams, how to tap into suppressed emotions and thoughts, and how to keep a daydream diary. Most important, Daydreaming disproves the notion that these diurnal reveries are a waste of time. In fact, as Barth points out, daydreams can provide comfort and relaxation, enhance self-esteem, act as a new tool for creativity, or point the way toward the resolution of a nagging problem.

**Defining Moments: When Managers Must Choose Between Right and Right** byJoseph L. Badaracco Jr. (Sep 1, 1997):"Defining Moments" reveals an alternative approach that will help you tackle the more complex and troubling question of what to do when doing the right thing requires doing something else wrong, or leaving another right thing undone. Drawing on philosophy, literature, and three case studies that reveal the increasing complexity today's managers face as their careers advance, "Defining Moments" provides tangible examples, actionable steps, and a flexible framework that you can use to make the choices that will shape not only your career, but your character.

**DialogueSmarts: skills for mastering crucial conversations**, Grenny, J., Patterson, K., Mcmillan, R. and Switzer, A. (2002) Seven steps are recommended to master crucial conversations, detailed in the book and toolkit entitled DialogueSmarts. DialogueSmarts: Skills for Mastering Crucial Conversations.

**Discovering the Leader in You: A Guide to Realizing Your Personal Leadership Potential** by Lee, Robert J. and Sara N. King (2000). This book is based on a simple, obvious point: leadership roles should be filled by people who deliberately decide they want to be in them. Yet many executives and managers find that they have become leaders by default rather than as a result of a personal choice. In fact, a great many people drift into or away from being leaders simply because they have not done the work of matching their own honestly described self with the realities of the leadership role. Not until they are well into their careers do many individuals seriously explore their personal fit for leadership. But by then, it is often too late to prepare for more gratifying roles or to get out of situations that don't make sense for them as individuals.

**Don't Sweat the Small Stuff- And It's All Small Stuff** by Carlson, Dr. Richard (1997). Braille edition of the popular bestseller. "Let go of the idea that gentle, relaxed people can't be super-achievers," advises Dr. Richard Carlson in his widely popular self-help book, DON'T SWEAT THE SMALL STUFF. In 100 chapters--each only a few pages long--Dr. Carlson shares his ideas for living a calmer, richer life. This book has been on the New York Times bestseller list for 38 weeks and is No. 3 on USA TODAY's Best-Selling Books list.

[**Dot Calm : The Search for Sanity in a Wired World**](http://www.amazon.com/Dot-Calm-Search-Sanity-Wired/dp/157675152X/ref=sr_1_1?ie=UTF8&qid=1352817041&sr=8-1&keywords=Dot+Calm%3A+The+Search+for+Sanity+in+a+Wired+World) by Debra A. Dinnocenzo, Richard B Swegan, (2001).In such chapters as "The Connection Conundrum", "Launch the Search Engine Within", and "Your Digital Divide", the authors offer practical solutions for simplifying life, slowing down, and finding time for family, friends, and even a vacation. Through a process of self-analysis, self-insight, and priority setting, readers create individual solutions for achieving life balance.

**Emotional Intelligence at Work: The Untapped Edge for Success** **by** Hendrie Weisinger Ph.D. **(2000)**. At long last, a book directed to the working world that acknowledges and demonstrates how managing our emotions and dealing with the feelings of others increases the bottom line. Practical, practical, practical!

**Emotional Intelligence: Why It Can Matter More Than IQ**, by Daniel Goleman (2006). This book discusses a new insight into our "two minds"-the rational and the emotional—and how they together shape our destiny. Through vivid examples, Goleman delineates the five crucial skills of emotional intelligence, and shows how they determine our success in relationships, work, and even our physical well-being. What emerges is an entirely new way to talk about being smart.

**Endurance: Shackleton's Incredible Voyage**, by Alfred Lansing (1999). This book illustrates the challenge of right versus wrong. The storyline is set in 1914 and is about how Ernest Shackleton saved the members of an Antarctic expedition.

**Ethical Leadership**, Second Edition by Richard Bellingham (Jan 2003). How do you resolve the ethical and moral dilemmas that arise in your life? Can you identify, articulate, and defend the ethical principles that govern and influence your ethical and moral decision-making? What ethical type are you? The Ethical Type Indicator will enable you to discover the answers. This self-scoring personal assessment instrument measures the extent to which you prefer and use six ethical philosophies when confronted with an ethical dilemma.

**Ethics and the Conduct of Business (6th Edition)** by John Raymond Boatright (Oct 27, 2008): Ethics and the Conduct of Business, 6/e is a comprehensive and up-to-date discussion of the most prominent issues in the field of business ethics and the major positions and arguments on these issues.  Numerous real-life examples and case studies are used throughout the book to increase understanding of issues, stimulate class discussion, and show the discussion's relevance to real-life business practice.

**Ethics for Everyone: How to Increase Your Moral Intelligence** **by** Arthur Dobrin **(Mar 15, 2002)**: Is it always wrong to lie? Is it always right to try to help another person? Are you bound to keep every promise you make? In Ethics for Everyone: How to Increase Your Moral Intelligence, you'll find out how well you make moral choices and learn how to increase your ability to understand and analyze ethical dilemmas. This sensible, practical guide provides thoughtful-and sometimes surprising-answers to tough real-world questions. You'll sort through dozens of tricky ethical issues with the help of:  
\* Twenty-one dramatic true stories showing real-life ethics in action- and you are asked to make ethical choices  
\* A personal ethics quiz to determine your own ethical potential  
\* Harm and benefits assessments of various courses of action  
\* Expert opinions from spiritual leaders, counselors, attorneys, psychologists, and other experts

**Forgetting Ourselves on Purpose: Vocation and the Ethics of Ambition** by Brian J. Mahan and Robert Coles (Feb 8, 2010): In the wise and often witty Forgetting Ourselves on Purpose, Brian Mahan considers the question of how it is possible to create a meaningful spiritual life while living in a culture that measures us by what we have rather than who we are. Drawing on nearly two decades of teaching experience. Brian Mahan shares stories of personal struggle and triumph that demonstrate how those who seek meaning and purpose have reclaimed their authentic selves by resolving the inevitable tension between personal ambition and spiritual vibrancy.

**Good Work: When Excellence and Ethics Meet** by Howard E. Gardner, Mihaly Csikszentmihalyi, William Damon and Howard Gardner (Sep 2002): What does it mean to carry out "good work"? What strategies allow people to maintain moral and ethical standards at a time when market forces wield unprecedented power and work life is being radically altered by technological innovation? These are the questions at the heart of this important collaboration by three leaders in psychology. Enlivened with stories of real people facing hard decisions, Good Work offers powerful insight into one of the most important issues of our time and, indeed, into the future course of science, technology, and communication.

**Great Communication Secrets of Great Leaders** by John Baldoni (Jun 16, 2003):Great Communication Secrets of Great Leaders gives anyone from managers to executives an unparalleled opportunity to do just that. John Baldoni explores the communication styles of many of the world's most influential leaders and extracts powerful lessons that leaders of all stripes can use to improve their communication skills and overall leadership effectiveness.

**HHHealing the Wounds: Most books dealing with human resource issues are predictably detached and devoid of emotional consideration for employees** by Noer, David M. (1993). Leadership consultant David M. Noer’s refreshing study takes the opposite approach. He boldly issues a warning that the current global wave of downsizing has created a traumatic “layoff survivor sickness,” which employees can cure only by forging a new relationship with their employers. Although large corporations and top executives may have caused the 2008-2009 recession, lower-level employees shouldered much of the burden. That makes this report particularly timely. Looking ahead, Noer advocates a new employer-employee relationship that will empower employees and break their unhealthy codependency with their employers. This unsettling idea is a byproduct of the global, on-demand economy.

**Highest Duty**, by Chelsey "Sully" Sullenberger (2009). By now just about everyone has seen the surreal footage of the US Airways plane that glided into the icy waters of the Hudson River in New York City last January in an emergency landing.   We saw the passengers standing on the wings of the plane – knee deep in water – waiting to be pulled into the boats that immediately converged on the scene.  It’s hard not to imagine what it must’ve been like for the passengers on that plane.   Harder still would be to imagine what it was like to be the man at the controls of that plane.

In his book Highest Duty, Chesley ‘Sully’ Sullenberger, the pilot of US Airways flight 1549, details not only the events of that unforgettable day, but he also reveals the inner workings of his life: where he comes from, his military background, and the important people, places, and events that have shaped him. Sully has a very strong work ethic and has always pushed himself to achieve excellence in every endeavor.

**How to Be a Star at Work: 9 Breakthrough Strategies You Need to Succeed** by Robert E. Kelley **(Jun 1, 1999)**: Robert E. Kelley wrote this book that objectively discusses ways of bringing the optimal force of the third wave generation. This book offers brain powered workers like you and your managers a source of hope. It primarily aims to help you realize the star potential that is inside you. The star performer work skills that are detailed in this book can help you obtain a life beyond work, keep a life at work and set goals you never deemed possible.

**How to Make the Most of Your Workday** **by** Peg Pickering **(Jan 2001):** This revised and updated edition of How to Make the Most of Your Workday will help you learn how to work smarter, not harder. It is packed with tools, techniques, advice, and activities to help you permanently change the way you work and live.

**How to Say It at Work, Second Edition: Power Words, Phrases, and Communication Secrets for Getting Ahead** by Jack Griffin (Oct 7, 2008):This revised edition includes new advice on the latest developments in the workplace since the book?s initial publication ten years ago. Along with a new chapter on digital communication, each original chapter includes a discussion of topics such as diversity issues, team building, green business, and more. In addition, the revision includes a new chapter on the art of the effective argument, with a step-by step emphasis on building a persuasive case and acquiring the skills necessary for disagreeing without being disagreeable.

**How to Shine at Work** by Linda R. Dominguez (May 23, 2003): According to author Linda Dominguez, today's turbulent work environment is rife with advancement opportunities for those who know how to seize them. In *How to Shine at Work* she describes 14 surefire strategies, as well as dozens of techniques and tips, for charting a course through todays work environment and coming out at the head of the pack.

**How: Why How We Do Anything Means Everything...in Business (and in Life),** by Dov L. Seidman (2007). The qualities that many once thought of as "soft"—trust, integrity, values, and reputation—are now the hard currency of business success and the ultimate drivers of efficiency, productivity, and profitability. It’s no longer what you do that sets you apart from others, but how you do what you do. Whats are commodities, easily duplicated or reverse-engineered.

**Identity is Destiny** by Ackerman, Laurence D. (2000): Business consultant and writer Laurence D. Ackerman has written a deeply felt and poetically-crafted book that explores eight universal laws relating to identity and leadership. He uses examples from his personal life as well as from his many interactions with business clients to illustrate each of the laws of identity. These laws reflect the values and understandings that govern the productivity and personality of organizations.

**If We Can Put A Man On The Moon**, by William Eggers and John O’Leary (2009). “Eggers and O’Leary may have created a new genre—the Government Policy Thriller. We couldn’t get enough of the stories—good policies gone bad, great ideas that flew off the rails, and, occasionally, the stunning triumph that gives us hope that we can get to the moon again.” - Chip and Dan Heath, coauthors of Made to Stick: Why Some Ideas Survive and Others Die.  
  
“A clear-eyed look at how to get the best out of our public institutions. Instead of easy answers, the authors offer practical suggestions for successful execution in a very challenging and complex environment. A must-read for political leaders.” --Senator Kay Bailey Hutchinson.

**Integrity** by Henry Cloud (2006) For Cloud, an author, clinical psychologist and corporate consultant, integrity is more than just a person's ethics and morals. The French and Latin meanings of the word hint at its origins, "that the whole thing is working well, undivided, integrated, intact and uncorrupted." Achieving this "wholeness" requires the development of six character traits (creates trust, unafraid of reality, results-oriented, solves "negative realities," causes growth and finds meaning in life) which Cloud examines in great detail, using business stories like Proctor and Gamble's success in China and the experiences of his CEO friends and clients. What each of his stories has in common is how success, often wild success across multiple fields, is fueled by openness, honesty to one's self and to others and "true trust," which is borne out of someone's goodness not being "dependent on anything."

**Intellectual Character: What It Is, Why It Matters, and How to Get It** by Ron Ritchhart (Apr 18, 2002): Intellectual Character presents illustrative, inspiring stories of exemplary teachers to help show how intellectual traits and thinking dispositions can be developed and cultivated in students to promote successful learning. This vital book provides a model of authentic and powerful teaching and offers practical strategies for creating classroom environments that support thinking.

**It's About Time!: The Six Styles of Procrastination and How to Overcome Them** by Linda Sapadin and Jack Maguire (Jun 1, 1997): Overcoming procrastination is one of those things we'll get around to--eventually. It's About Time! goes beyond time management books on this eternal problem by tracing procrastinating behavior to personality traits and early family dynamics. Using quizzes and case studies, psychologist Linda Sapadin helps readers find their own personal style and then helps them tailor an individual program for change.

**Martin Luther King, Jr. On Leadership Inspiration and Wisdom for Challenging Times**, Coleman, Harvey (2000) Leadership motivational speaker Donald T. Phillips, who has previously drawn organizational lessons for modern businesses from the careers of Abraham Lincoln and the Founding Fathers, turns to civil-rights leader Martin Luther King Jr. as a role model. A discussion of the Montgomery bus boycott, for example, draws out such principles as "Set goals and create a plan of action" and "Involve the people." More effective as a self-help book for business than as a biography, it does provide a useful introduction to King's life.

**National Security Dilemmas: Security Challenges and Opportunities**, Gray, Colin S. (2009) A contemporary primer on the leading arguments about U.S. national security, *National Security Dilemmas* addresses the major challenges and opportunities that are live-issue areas for American policymakers and strategists today. Colin S. Gray provides an in-depth analysis of a policy and strategy for deterrence; the long-term U.S. bid to transform its armed forces’ capabilities, with particular reference to strategic surprise, in the face of many great uncertainties; the difficulty of understanding and exploiting the challenge of revolutionary change in warfare; the problems posed by enemies who fight using irregular methods; and the awesome dilemmas for U.S. policy over the options to wage preventive and preemptive warfare.

**Personal History**, by Katherine Graham (2002). Set in 1970’s America. The theme is taking a stand and this book is about the leadership of Washington Post publisher Katherine Graham during the investigations of the Pentagon Papers and Watergate.

**Playing the Enemy: Nelson Mandela and the Game That Made a Nation** by Carlin, John (2008) - Carlin offers the final dramatic chapters of how then president Nelson Mandela and his wily strategy of using a sporting event—the Sprinkboks rugby team in the 1995 World Cup—to mend South Africa. Carlin, a senior international writer for *El País*, quotes Mandela: Sports has the power to change the world.... It is more powerful than government in breaking down racial barriers. After giving an informed capsule history of apartheid's bitter legacy and Mandela's noble stature as a leader, the scene is set for the influential rugby match between the solid New Zealand team and the scrappy South African squad in the finals of the World Cup, with 43 million blacks and whites awaiting the outcome.

**Positivity** by Fredrickson, Barbara. Crown Publishers (2009) Positive psychology pioneer Fredrickson introduces readers to the power of harnessing happiness to transform their lives, backed up by impressive lab research. The author lays out the core truths and 10 forms of positivity—joy, gratitude, serenity, interest, hope, pride, amusement, inspiration, awe and love—in a book that promises to change the way people look at feeling good. Disdainful of Pollyannaism, Fredrickson remains realistic in her treatment and provides scientific evidence to illustrate her findings that maintaining a 3:1 positivity ratio of positive thoughts to negative emotions creates a tipping point between languishing and flourishing.

**Primal Leadership**, By Daniel Goleman, Richard Boyatzis and Annie McKee. (2002) Primal Leadership identifies four emotional intelligence domains (self awareness, self management, social awareness, relationship management) which bridge 18 leadership competencies, the majority of which depend upon skills in listening to one's self and to others.

**Talking from 9 to 5: Women and Men at Work** by Tannen, Deborah (1995) Tannen probes the way gender roles shape the ways men and women communicate in the workplace, and how these differences lead to misunderstandings.

**The 100-Mile Walk A Father and Son on a Quest to Find the Essence of Leadership**, by Sander A. Flaum, Jonathon A. Flaum and Mechele Flaum (2005). **A new kind of leadership book for the challenges of a multigenerational environment.** Each generation leads in its own way. But to progress together, they must find ways to bridge the divide between their perspectives. Recognizing that truth, a 65-year-old traditional CEO and his 35-year-old Zen entrepreneur son embark on a six-month-long, 100-mile walk. As they stroll, they talk about their experiences, their outlook on life and work, the achievements of leaders they have known, and how each views the nature and purpose of leadership. Ultimately, the two men agree on nine key traits and practices essential to all leaders.

**The 108 Skills of Natural Born Leaders**, Blank, W (2001): Business consultant Blank (The 9 Natural Laws of Leadership) doesn't believe in natural born leaders; rather, everyone can learn leadership skills, he says. After helping readers assess their abilities, he briefs them on 108 crucial skills. Some are clever and helpful, like "Work like Walton: Talk to Everybody." But many simply repeat jargon (e.g., "Reframe to Motivate").

**The Coward's Guide to Conflict: Empowering Solutions for Those Who Would Rather Run Than Fight** by Timothy E. Ursiny (Mar 1, 2003): Nobody likes conflict, but you can't avoid it. Top performers just like you face problems every day. If you know how to deal with conflict well, you can turn it into your biggest opportunity for success. The Top Performer's Guide to Conflict is your essential conflict handbook, giving you the tools you need to manage conflict and come out on top. Discover:  
--Why you must know how to handle conflict  
--How to recognize conflict before it happens  
--The best ways to deal with difficult people  
--How to build strength by overcoming problems  
--Secrets to impacting and leading others  
--Tools to guide you past conflict

**The Present** by Johnson, Spencer (2003). This book is a practical parable about a young man who has spent much of his lifetime searching for the elusive yet considered the most precious gift any man can ever receive - The Present. This engaging story narrates on the importance of living in the Now - the present moment. Spencer Johnson stressed that receiving and recognizing The Present can bring success and happiness to anyone’s life. Discover how this precious gift can bring change into your life, work and career.

**The Purpose Driven Life** by Warren, Rick (2002). The spiritual premise in *The Purpose-Driven Life* is that there are no accidents---God planned everything and everyone. Therefore, every human has a divine purpose, according to God's master plan. Like a twist on John F. Kennedy's famous inaugural address, this book could be summed up like this: "So my fellow Christians, ask not what God can do for your life plan, ask what your life can do for God's plan." Those who are looking for advice on finding one's calling through career choice, creative expression, or any form of self-discovery should go elsewhere.

**The Secret Sharer**, by Joseph Conrad (1999). Set in the 1890’s, off the coast of Siam. The theme is about earning legitimacy and the story is about a new captain’s struggle to establish himself in his first command.

**The Sweet Hereafter**, by Russell Banks (1997). Set in contemporary America, the theme of this book may discussions on reasoning from personal perspective. The storyline is on how four individuals respond in the aftermath of a school bus accident.

**The Tipping Point**, by Malcolm Gladwell (2002). It is a book that talks about the moment when an idea, trend or social behavior crosses a threshold tips and becomes a social epidemic. It presents a new way of understanding why change so often happens as quickly and as unexpectedly as it does.

**The Universal Language** by Bonnstetter, Bill (1993) The most comprehensive manual in the world for understanding and applying the principles of normal behavior based on William Moulton Marston.

**Truman and the Bomb**, by Robert H. Ferrell (1996). Set in Japan during World War II. The theme is on the balance of benefits and harms. This book is about U.S. president Harry Truman’s decision to use the atomic bomb and its consequences.

# Index of All Books by Author

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| --- | --- | --- |
| **State** | **University/Institution** | **Courses Offered** |
| **Arizona** | **The Ken Blanchard Companies (Grand Canyon University)** | [Executive MBA](http://www.gcu.edu/Ken-Blanchard-EMBA.php) |
|  | **University of Arizona** | [Leadership for Public Service Professionals](http://executive.eller.arizona.edu/southwestleadership/) |
| **Arkansas** | **University of Arkansas** | [Certificate In Business Analytics](http://execed.uark.edu/cbi.asp) |
|  |  | [Emerging Leaders Program](http://cmed.uark.edu/emerging.asp) |
|  |  | [Managerial Leadership](http://execed.uark.edu/200.asp) |
| **California** | **Center for Creative Leadership** | [Maximizing Your Leadership Potential](http://www.ccl.org/leadership/programs/MLPOverview.aspx?pageId=3203) |
|  |  | [Leadership Development Program](http://www.ccl.org/leadership/programs/LDPOverview.aspx?pageId=820) |
|  |  | [Leading for Organizational Impact](http://www.ccl.org/leadership/programs/LOIOverview.aspx?pageId=3176) |
|  | **The Ken Blanchard Companies** | [Situational Leadership® II](http://www.kenblanchard.com/Management_Training_Programs/Leadership/Career_Training_Leadership/Workshop_Public_Situational_Leadership/) |
|  |  | [Situational Leadership® II Virtual](http://www.kenblanchard.com/Management_Training_Programs/Leadership/Career_Training_Leadership/Situational_Leadership_II_Virtual/) |
|  |  | [Leading People Through Change](http://www.kenblanchard.com/Management_Training_Programs/Leadership/Career_Training_Leadership/Workshop_Public_Leading_Change/)® |
|  |  | [Leading Virtually](http://www.kenblanchard.com/Management_Training_Programs/Leadership/Career_Training_Leadership/Leading_Virtually/) |
|  |  | [Situational Frontline Leadership](http://www.kenblanchard.com/Management_Training_Programs/Leadership/Career_Training_Leadership/Workshop_Public_Situational_Frontline_Leadership/)® |
|  |  | [Situational Team Leadership](http://www.kenblanchard.com/Management_Training_Programs/Leadership/Career_Training_Leadership/Workshop_Public_Building_Teams/)® |
|  |  | [Optimal Motivation](http://www.kenblanchard.com/Management_Training_Programs/Leadership/Career_Training_Leadership/Optimal_Motivation/)® |
|  |  | [DISCovering Self and Others](http://www.kenblanchard.com/Management_Training_Programs/Leadership/Career_Training_Leadership/Workshop_Public_DISC/) |
|  | **UCLA** | [Mergers & Acquisitions](http://www.anderson.ucla.edu/x26813.xml) |
|  |  | [LGBT Leadership Institute](http://www.anderson.ucla.edu/x27612.xml) |
|  |  | [African American Leadership Institute](http://www.anderson.ucla.edu/x27615.xml) |
|  |  | [Director Education and Certification](http://www.anderson.ucla.edu/x27290.xml) |
|  |  | [Executive Program](http://www.anderson.ucla.edu/x27288.xml) |
|  |  | [Women's Leadership Institute](http://www.anderson.ucla.edu/x27611.xml) |
|  |  | [Leadership Institute for Managers with Disabilities](http://www.anderson.ucla.edu/x27613.xml) |
|  |  | [Advanced Program in Human Resource Management](http://www.anderson.ucla.edu/x27292.xml) |
|  |  | [Creativity and Innovation in the Organization](http://www.anderson.ucla.edu/x27291.xml) |
|  |  | [Behavioral Decision Making in Teams](http://www.anderson.ucla.edu/x27645.xml) |
|  |  | [Persuasive Communication](http://www.anderson.ucla.edu/x27653.xml) |
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|  |  | [Leadership, Influence and Power in Organizations](http://extension.berkeley.edu/catalog/course2437.html) |
|  |  | [Moving On Up: Women and Leadership](http://extension.berkeley.edu/catalog/course2440.html) |
|  |  | [Optimal Performance on the Job: Achieving Work-Life Integration](http://extension.berkeley.edu/catalog/course1500.html) |
|  |  | [Optimizing Team Leadership: An Intensive Practice Lab](http://extension.berkeley.edu/catalog/course577.html) |
|  |  | [Organization and Management](http://extension.berkeley.edu/catalog/course220.html) |
|  |  | [Strategic Management for Executives](http://extension.berkeley.edu/catalog/course1349.html) |
|  |  | [Communicate Effectively: Connecting in Personal and Work Life](http://extension.berkeley.edu/catalog/course1369.html) |
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|  |  | [Executive Program in Innovation](http://executive.berkeley.edu/programs/executive-program-innovation) |
|  |  | [Berkeley Executive Leadership Program](http://executive.berkeley.edu/programs/berkeley-executive-leadership-program) |
|  |  | [Executive Coaching Institute](http://executive.berkeley.edu/programs/executive-coaching-institute) |
|  |  | [New Manager Boot Camp](http://executive.berkeley.edu/programs/new-manager-boot-camp) |
|  |  | [High-Impact Leadership: Transforming Your Communication Style](http://executive.berkeley.edu/programs/high-impact-leadership-developing-your-communication-style) |
|  |  | [Women's Executive Leadership Program](http://executive.berkeley.edu/programs/womens-executive-leadership-program) |
|  |  | [Financial Analysis for Non-Financial Executives](http://executive.berkeley.edu/programs/financial-analysis-non-financial-executives) |
|  |  | [Negotiations and Influence](http://executive.berkeley.edu/programs/negotiations-influence) |
|  | **UC San Diego** | [Accounting and Finance for Non-Financial Managers](http://rady.ucsd.edu/exec/open/finance/) |
|  |  | [Change Management](http://rady.ucsd.edu/exec/learn/change-management/) |
|  |  | [Creating a Culture of Innovation](http://rady.ucsd.edu/exec/learn/culture-innovation/) |
|  |  | [Harnessing The Creative Power of Teams](http://rady.ucsd.edu/exec/open/creative-power/) |
|  |  | [Difficult Conversations](http://rady.ucsd.edu/exec/learn/difficult-conversations/) |
|  |  | [Conflict Resolution Strategies for Managers](http://rady.ucsd.edu/exec/open/conflict-resolution/) |
|  |  | [Managing High Performance Teams](http://www.rady.ucsd.edu/exec/open/manage-perform/) |
|  | **Stanford University** | [Stanford Executive Program](http://www.gsb.stanford.edu/exed/sep/) |
|  |  | [Executive Leadership Development: Analysis to Action](http://www.gsb.stanford.edu/exed/eld/) |
|  |  | [Executive Program in Strategy and Organization](http://www.gsb.stanford.edu/exed/epso/index.html) |
|  |  | [Executive Program for Women Leaders](http://www.gsb.stanford.edu/exed/epwl/) |
|  |  | [Leading Change and Organizational Renewal](http://www.gsb.stanford.edu/exed/lcor/index.html) |
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|  |  | [Finance and Accounting for the Non-Financial Executive](http://www.gsb.stanford.edu/exed/fanfe/index.html) |
|  |  | [Managing Talent for Strategic Advantage](http://www.gsb.stanford.edu/exed/mtsa/index.html) |
|  |  | [Influence and Negotiation Strategies Program](http://www.gsb.stanford.edu/exed/insp/index.html) |
|  |  | [Interpersonal Dynamics For High-Performance Executives](http://www.gsb.stanford.edu/exed/ipd/) |
| **Colorado** | **Center For Creative Leadership** | [Leadership At The Peak](http://www.ccl.org/leadership/programs/LAPOverview.aspx) |
|  |  | [Leadership Development Program](http://www.ccl.org/leadership/programs/LDPOverview.aspx?pageId=820) |
|  | **Colorado State**  **University** | [Short Courses in Organizational Dynamics](http://www.biz.colostate.edu/PDBR/PEDP/Pages/shortCourses.aspx#organizationalDynamics) |
|  |  | [Short Courses on Leadership](http://www.biz.colostate.edu/PDBR/PEDP/Pages/shortCourses.aspx#leadership) |
|  |  | [Short Courses in Financial Management](http://www.biz.colostate.edu/PDBR/PEDP/Pages/shortCourses.aspx#financialManagement) |
|  | **Office of Personnel Management** | [Leadership Assessment Program Level 1 for Team Leaders and Emerging Supervisors](https://www.leadership.opm.gov/Programs/Assessment/LAPL1/Index.aspx) |
|  |  | [Leadership Assessment Program Level 2 for Supervisors and Managers](https://www.leadership.opm.gov/Programs/Assessment/LAPL2/Index.aspx) |
|  |  | [Crisis Leadership Workshop](https://www.leadership.opm.gov/programs/Skill-Immersion/CMS/Index.aspx) |
|  |  | [Resiliency Advantage](https://www.leadership.opm.gov/programs/Skill-Immersion/REC/Index.aspx) |
|  |  | [Executive Development Seminar: Leading Change](https://www.leadership.opm.gov/programs/Core-Development/EDS/Index.aspx) |
|  |  | [Management Development Seminar I: Leading from the Middle](https://www.leadership.opm.gov/Programs/Core-Development/MDS1/Index.aspx) |
|  |  | [Management Development Seminar II: Leading Organizations](https://www.leadership.opm.gov/Programs/Core-Development/MDS2/Index.aspx) |
|  |  | [Team Development Seminar](https://www.leadership.opm.gov/Programs/Core-Development/TDS/Index.aspx) |
|  |  | [Supervisory Development Seminar Week 1: Fundamentals](https://www.leadership.opm.gov/Programs/Core-Development/SDSF/Index.aspx) |
|  |  | [Supervisory Development Seminar Week 2: Learning to Lead](https://www.leadership.opm.gov/Programs/Core-Development/SDSL/Index.aspx) |
|  |  | [Senior Executive Assessment Program](https://www.leadership.opm.gov/Programs/Executive-Leadership-Development/SEAP/Index.aspx) |
|  |  | [Project Management Principles](https://www.leadership.opm.gov/Programs/Specialized-Skills/PMP/Index.aspx) |
|  |  | [Developing Customer-Focused Organizations](https://www.leadership.opm.gov/Programs/Specialized-Skills/DCF/Index.aspx) |
|  |  | [Collaborative Leadership Seminar](https://www.leadership.opm.gov/Programs/Core-Development/CLS/Index.aspx) |
| **District of Columbia** | **American University** | [Key Executive Leadership MPA Program](http://www.american.edu/spa/key/mpa.cfm) |
|  |  | [Key Executive Leadership Certificate Program](http://www.american.edu/spa/key/certificate_key.cfm) |
|  |  | [CIG New Leadership Development Program](http://www.ignet.gov/pande/pd/ldrdev.html) |
|  |  | [Key Senior Program Manager Certificate](http://www.american.edu/spa/key/program_manager_certificate.cfm) |
|  | **Brookings Institute** | [Executive Leadership in America](http://www.brookings.edu/about/execed/programs/execleadership) |
|  |  | [Innovative Business Practices for the Public Sector](http://www.brookings.edu/about/execed/programs/ibp) |
|  |  | [Inspiring Creativity in Organizations](http://www.brookings.edu/about/execed/programs/inspiringcreativity) |
|  |  | [Resilience in Leadership](http://www.brookings.edu/about/execed/programs/resilience) |
|  |  | [Strategic Thinking: Driving Long-term Success](http://www.brookings.edu/about/execed/programs/strategicthinking/201210) |
|  |  | [Vision and Leading Change](http://www.brookings.edu/about/execed/programs/vision) |
|  |  | [Creating High Performance Teams](http://www.brookings.edu/about/execed/programs/highperfteams) |
|  |  | [Global Leadership: Leveraging Differences](http://www.brookings.edu/about/execed/programs/globalleadership) |
|  |  | [Public Leadership](http://www.brookings.edu/about/execed/programs/publicleadership) |
|  |  | [Strategies for Conflict Resolution](http://www.brookings.edu/about/execed/programs/conflictres) |
|  |  | [Accountability for Results](http://www.brookings.edu/about/execed/programs/accountabilityforresults/2013june11) |
|  |  | [Problem Solving through Critical Thinking](http://www.brookings.edu/about/execed/programs/criticalthinking) |
|  |  | [Maximizing Human Capital](http://www.brookings.edu/about/execed/programs/humancapital/201305) |
|  |  | [Politics and Policy Making](http://www.brookings.edu/about/execed/programs/politicsandpolicymaking/2013june11_12) |
|  |  | [Digital Government](http://www.brookings.edu/about/execed/programs/digitalgovt/2013june19) |
|  |  | [Finance for Non-Finance Managers](http://www.brookings.edu/about/execed/programs/finance) |
|  |  | [The Art and Science of Negotiation](http://www.brookings.edu/about/execed/programs/artnegotiation) |
|  |  | [Inside Washington: Understanding Federal Decision Making](http://www.brookings.edu/about/execed/programs/insidewashington) |
|  |  | [Science and Technology Policy Issues](http://www.brookings.edu/about/execed/programs/sciencetech) |
|  | **The Graduate School** | [Leading People](http://www.graduateschool.edu/course_details.php?cid=EXEC9912L) |
|  |  | [Managing for Results](http://www.graduateschool.edu/course_details.php?cid=EXEC9913L) |
|  |  | [Executive Survival Skills](http://www.graduateschool.edu/course_details.php?cid=EXEC9911L) |
|  |  | [Washington Executive Seminar](http://www.graduateschool.edu/course_details.php?cid=EXEC9904L) |
|  | **The Ken Blanchard**  **Companies** | [Situational Leadership® II](http://www.kenblanchard.com/Management_Training_Programs/Leadership/Career_Training_Leadership/Workshop_Public_Situational_Leadership/) |
|  | **George Washington**  **University** | [Senior Leader Program](http://cepl.cps.gwu.edu/senior-leader-program) |
|  |  | [Emerging Leaders Workshop](http://cepl.cps.gwu.edu/emerging-leaders-workshop) |
|  |  | [Becoming Conflict Competent Certification Program](http://business.gwu.edu/eep/openenrollmentprograms/becoming-conflict-competent.cfm) |
|  |  | [Essentials of Leadership Communication](http://cepl.cps.gwu.edu/step-mic-confidence) |
|  |  | [Lean Six Sigma](http://cepl.cps.gwu.edu/lean-six-sigma-0) |
|  |  | [Master’s in Public Leadership with a Specialization in Multi-Sector Management](http://cepl.cps.gwu.edu/masters-public-leadership) |
|  |  | [Senior Manager Course in National Security](http://www.gwu.edu/~nssp/overview.cfm) |
|  |  | [Global Leadership Series](http://business.gwu.edu/eep/openprograms/) |
|  |  | [World Executive MBA](http://business.gwu.edu/emba/) |
|  | **Portland State**  **University** | [National Policy Process Seminar](http://www.pdx.edu/cps/national-policy-process-seminar-in-washington-d-c) |
| **Florida** | **Center For Creative Leadership** | [Maximizing Your Leadership Potential](http://www.ccl.org/leadership/programs/MLPOverview.aspx?pageId=3203) |
|  | **Rollins College** | [Creative Strategy Development and Execution](http://www.rollins.edu/execed/evening-workshops/creative-strategy-development-and-execution/index.html) |
|  |  | [Crummer Management Program - Mini MBA ™](http://www.rollins.edu/execed/mini-mba/index.html) |
|  |  | [Leveraging Conflict for Positive Results](http://www.rollins.edu/execed/evening-workshops/leveraging-conflict-for-positive-results/index.html) |
|  | **University of Miami** | [Graduate Business Certificate](http://www.bus.miami.edu/graduate-programs/business-certificate/index.html) |
|  |  | [Lean Six Sigma Green Belt Certification Program](http://www.bus.miami.edu/executive-education/open-enrollment/six-sigma/index.html) |
|  |  | [Spanish Language Certificate Programs](http://www.bus.miami.edu/executive-education/open-enrollment/spanish/index.html) |
| **Georgia** | **Emory University** | [Managerial Leadership Program](http://goizueta.emory.edu/executiveprograms/open_enrollment_programs/dates_fees.html) |
|  |  | [Developing Talent that Drives Organizational Success](http://goizueta.emory.edu/executiveprograms/open_enrollment_programs/dates_fees.html) |
|  |  | [Critical Thinking and Decision Making](http://goizueta.emory.edu/executiveprograms/open_enrollment_programs/dates_fees.html) |
|  |  | [Finance for the Non Financial Manager](http://goizueta.emory.edu/executiveprograms/open_enrollment_programs/dates_fees.html) |
|  |  | [Management Development Program](http://goizueta.emory.edu/executiveprograms/open_enrollment_programs/dates_fees.html) |
|  | **Georgia State**  **University** | [Certificate Program in Project Management](http://execed.robinson.gsu.edu/Pages/certificate_programs/management_lean_six_sigma/project_management.aspx) |
|  |  | [Certified Professional Innovator (CPI) Program](http://execed.robinson.gsu.edu/Pages/certificate_programs/leadership_innovation/certified_professional_innovator.aspx) |
|  |  | [Leadership Development Program](http://execed.robinson.gsu.edu/Pages/certificate_programs/leadership_innovation/leadership_development.aspx) |
|  |  | [Values-Based Leadership Program](http://execed.robinson.gsu.edu/Pages/certificate_programs/leadership_innovation/value_based_leadership.aspx) |
|  |  | [Certificate Program in Finance and Accounting](http://execed.robinson.gsu.edu/Pages/certificate_programs/finance_strategy_sales/finance_accounting.aspx) |
| **Illinois** | **University of Chicago** | [The Advanced Strategy: Building and Implementing Growth Strategies](http://booth.chicagoexec.net/programs/asp.aspx) |
|  |  | [Executive Program in Corporate Strategy](http://booth.chicagoexec.net/programs/epcs.aspx) |
|  |  | [Leading and Implementing Change and Innovation](http://booth.chicagoexec.net/programs/lici.aspx) |
|  |  | [Strategic Business Leadership: Engagement, Performance and Execution](http://booth.chicagoexec.net/programs/sbl.aspx) |
|  |  | [Executive Development Program: The Transition to General Management](http://booth.chicagoexec.net/programs/edp.aspx) |
|  |  | [Essentials of Effective Management: The Psychology of Management](http://booth.chicagoexec.net/programs/eem.aspx) |
|  |  | [Chicago Management Institute](http://booth.chicagoexec.net/programs/cmi.aspx) |
|  |  | [High-Performance Leadership](http://booth.chicagoexec.net/programs/hpl.aspx) |
|  |  | [Personal Leadership Insight](http://booth.chicagoexec.net/programs/pli.aspx) |
|  |  | [Advanced Management Program](http://booth.chicagoexec.net/programs/amp.aspx) |
|  |  | [Finance for Executives](http://www.chicagoexec.net/chicago.nsf/Program.html?OpenNavigator&id=10) |
|  |  | [Financial Analysis for Non-Financial Executives](http://www.chicagoexec.net/chicago.nsf/Program.html?OpenNavigator&id=12) |
|  |  | [Negotiation and Decision Making Strategies](http://booth.chicagoexec.net/programs/ndms.aspx) |
|  | **Bradley University** | [Building Leaders](http://lydia.bradley.edu/edc/public/bl.shtml) |
|  |  | [Maximizing Your Leadership Potential](http://lydia.bradley.edu/edc/public/fol.shtml) |
|  | **Illinois Institute of Technology** | [Business Innovation](http://www.iit.edu/cpd/professional_learning/information_technology_cert/IT-M582.shtml) |
|  |  | [Entrepreneurship for IT Professionals](http://www.iit.edu/cpd/professional_learning/information_technology_cert/IT-M481.shtml) |
|  |  | [Project Management for IT Professionals](http://www.iit.edu/cpd/professional_learning/information_technology_cert/IT-M471.shtml) |
|  | **Northwestern**  **University** | [Creating and Leading a Culture of Innovation](http://www.kellogg.northwestern.edu/execed/Programs/INNOVATE.aspx) |
|  |  | [Innovation and Social Entrepreneurship: New Ideas for a New Reality](http://www.kellogg.northwestern.edu/research/nonprofit/execed/programs/10_3_11.aspx) |
|  |  | [Leading for the Future](http://www.kellogg.northwestern.edu/research/nonprofit/execed/programs/5_7_12.aspx) |
|  |  | [Strategic Leadership](http://www.kellogg.northwestern.edu/research/nonprofit/execed/programs/10_24_11.aspx) |
|  |  | [Winning Strategies](http://www.kellogg.northwestern.edu/research/nonprofit/execed/programs/11_14_11.aspx) |
|  |  | [Developing High Performing People](http://www.kellogg.northwestern.edu/research/nonprofit/execed/programs/3_5_12.aspx) |
|  |  | [Energizing People for Performance](http://www.kellogg.northwestern.edu/execed/Programs/PEOPLE.aspx) |
|  |  | [Leading High-Impact Teams](http://www.kellogg.northwestern.edu/execed/Programs/TEAM.aspx) |
|  |  | [Reinventing Leadership: A Breakthrough Approach](http://www.kellogg.northwestern.edu/execed/Programs/LEAD.aspx) |
|  |  | [The Soul of Leadership](http://www.kellogg.northwestern.edu/execed/Programs/SOUL.aspx) |
|  |  | [The Customer Focused Organization: Critical Steps in Achieving and Sustaining Focus](http://www.kellogg.northwestern.edu/execed/Programs/FOCUS.aspx) |
|  |  | [The Science of Lean Six Sigma Operations](http://www.kellogg.northwestern.edu/execed/Programs/LEAN.aspx) |
|  |  | [Driving Strategic Value from IT](http://www.kellogg.northwestern.edu/execed/Programs/ITPORT.aspx) |
|  |  | [Finance for Executives](http://www.kellogg.northwestern.edu/execed/Programs/FINEXEC.aspx) |
|  |  | [Creating and Managing Strategic Alliances](http://www.kellogg.northwestern.edu/execed/Programs/CMSA.aspx) |
|  |  | [Negotiation Strategies for Managers](http://www.kellogg.northwestern.edu/execed/Programs/NEG.aspx) |
|  | **Loyola University**  **Chicago** | [High-Impact Leadership: Maximizing Your Leadership Potential](http://www.luc.edu/quinlan/executive-education/executive-leadership-training/index.shtml) |
|  |  | [Mini-MBA Certificate Program](http://www.luc.edu/exec-ed/cert_mini-MBA.shtml) |
|  |  | [Project Management Certificate Program](http://www.luc.edu/exec-ed/cert_project.shtml) |
|  |  | [Business Intelligence and Data Warehousing Certificate](http://www.luc.edu/exec-ed/cert_datawarehousing.shtml) |
|  | **DePaul University** | [Effective Presentation and Communication Skills Certificate](http://www.learning.depaul.edu/standard/content_areas/continuity_application/courselisting.asp?master_id=173&course_area=KMC&course_number=216&course_subtitle=00) |
|  |  | [Strategic Management](http://www.learning.depaul.edu/standard/content_areas/continuity_application/courselisting.asp?master_id=978&master_version=1&course_area=MDC&course_number=141&course_subtitle=00) |
|  | **The Ken Blanchard**  **Companies** | [Situational Leadership® II](http://www.kenblanchard.com/Management_Training_Programs/Leadership/Career_Training_Leadership/Workshop_Public_Situational_Leadership/) |
| **Iowa** | **University of**  **Northern Iowa** | [Leadership Development Certificate Program](http://www.bcs.uni.edu/execdev/ContentPage.aspx?name=certificateprograms#LeadDevCert) |
|  |  | [Professional Development Certificate Program](http://www.bcs.uni.edu/execdev/ContentPage.aspx?name=certificateprograms#ProfDevCert) |
|  |  | [Management Excellence Certificate Program](http://www.bcs.uni.edu/execdev/ContentPage.aspx?name=certificateprograms#MgmtExcCert) |
|  |  | [Fierce Conversations](http://www.bcs.uni.edu/execdev/ContentPage.aspx?id=81) |
|  |  | [How to Measure Nests of Negativity](http://www.bcs.uni.edu/execdev/ContentPage.aspx?id=67) |
|  |  | [Six Steps and Eight Behaviors to Resolve Conflict](http://www.bcs.uni.edu/execdev/ContentPage.aspx?id=76) |
| **Kansas** | **Washburn University** | [Expanding Your Leadership Capacity](http://www.washburn.edu/academics/community-continuing-education/academic-outreach/Leadership/Expanding%20Your%20Leadership%20Capacity.html) |
|  |  | [Lean Six Sigma: Yellow Belt](http://www.washburn.edu/academics/community-continuing-education/academic-outreach/Lean%20Six%20Sigma/Lean%20Six%20Sigma%20Yellow%20Belt.html) |
|  |  | [Lean Six Sigma: Green Belt](http://www.washburn.edu/academics/community-continuing-education/academic-outreach/Lean%20Six%20Sigma/Lean%20Six%20Sigma%20Green%20Belt.html) |
| **Louisiana** | **Louisiana State**  **University** | [Executive Development Program](http://business.lsu.edu/executive-education/Pages/EDP2012.aspx) |
|  |  | [Rising Stars Program](http://business.lsu.edu/executive-education/Pages/Rising-Stars.aspx) |
| **Maryland** | **Center for Creative Leadership** | [Maximizing Your Leadership Potential](http://www.ccl.org/leadership/programs/MLPOverview.aspx?pageId=3203) |
|  | **Office of Personnel Management** | [Crisis Leadership Workshop](https://www.leadership.opm.gov/programs/Skill-Immersion/CMS/Index.aspx) |
|  | **University of Maryland**  **College Park** | [Certificate in Cyber-security Leadership](http://www.devsmith.umd.edu/cybersecurity/admissions.aspx) |
|  |  | [The Advanced Executive Coaching Certificate Program](http://www.rhsmith.umd.edu/coaching/) |
| **Massachusetts** | **Harvard University** | [Leaders in Development: Managing Change in a Dynamic World](http://ksgexecprogram.harvard.edu/Programs/lid/overview.aspx) |
|  |  | [Women and Power: Leadership in a New World](http://ksgexecprogram.harvard.edu/Programs/wp/overview.aspx) |
|  |  | [Strategic Management of Regulatory and Enforcement Agencies](http://ksgexecprogram.harvard.edu/Programs/smre/overview.aspx) |
|  |  | [Leadership for the 21st Century: Chaos, Conflict, and Courage](http://ksgexecprogram.harvard.edu/Programs/l21/overview.aspx) |
|  |  | [Driving Government Performance](http://ksgexecprogram.harvard.edu/Programs/dgp/overview.aspx) |
|  |  | [Senior Executive Fellows](http://ksgexecprogram.harvard.edu/Programs/sef/overview.aspx) |
|  |  | [Leadership Decision Making: Optimizing Organizational Performance](http://ksgexecprogram.harvard.edu/Programs/ldm/overview.aspx) |
|  |  | [Mastering Negotiation: Building Agreements Across Boundaries](http://ksgexecprogram.harvard.edu/Programs/mn/overview.aspx) |
|  | **MIT Sloan** | [Implementing Improvement Strategies: Achieving Breakthrough Performance](http://executive.mit.edu/openenrollment/program/implementing_improvement_strategies_practical_tools_and_methods/17?cid=Q411_iis_doespreadsheet_1#/overview) |
|  |  | [Transforming Your Leadership Strategy](http://executive.mit.edu/openenrollment/program/transforming_your_leadership_strategy/35?cid=Q411_tls_doespreadsheet_1#/overview) |
|  |  | [Creating High Velocity Organizations](http://executive.mit.edu/openenrollment/program/creating_high_velocity_organizations/40?cid=Q411_hvo_doespreadsheet_1#/overview) |
|  |  | [Leading Change in Complex Organizations](http://executive.mit.edu/openenrollment/program/leading_change_in_complex_organizations/22?cid=Q411_lcco_doespreadsheet_1#/overview) |
|  |  | [Building, Leading, and Sustaining the Innovative Organization](http://executive.mit.edu/openenrollment/program/building_leading_and_sustaining_the_innovative_organization/4?cid=Q411_inn_doespreadsheet_1#/overview) |
|  |  | [Developing a Leading Edge Operations Strategy](http://executive.mit.edu/openenrollment/program/developing_a_leading_edge_operations_strategy/10?cid=Q411_ops_doespreadsheet_1#/overview) |
|  |  | [Dynamics of Globalization](http://executive.mit.edu/openenrollment/program/dynamics_of_globalization/13) |
|  |  | [Energy Innovation: MIT’s Approach to Discovering and Realizing Energy Opportunities](http://executive.mit.edu/openenrollment/program/energy_innovation_mits_approach_to_discovering_and_realizing_energy_opportunities/51) |
|  |  | [Essential Law for Executives: The MIT Advantage](http://executive.mit.edu/openenrollment/program/essential_law_for_executives_the_mit_advantage/21) |
|  |  | [Revitalizing Your Digital Business Model](http://executive.mit.edu/openenrollment/program/revitalizing_your_digital_business_model/50) |
|  |  | [Strategy in a Global World](http://executive.mit.edu/openenrollment/program/strategy_in_a_global_world/48) |
|  |  | [Managing Technical Professionals and Organizations](http://executive.mit.edu/openenrollment/program/managing_technical_professionals_and_organizations/24#/overview) |
|  |  | [Intelligent Organizations: Collaborations and the Future of Work](http://executive.mit.edu/openenrollment/program/intelligent_organizations_collaboration_and_the_future_of_work/18#/overview) |
|  |  | [Business Dynamics: MIT’s Approach to Diagnosing and Solving Complex Business Problems](http://executive.mit.edu/openenrollment/program/business_dynamics_mits_approach_to_diagnosing_and_solving_complex_business_problems/5) |
|  |  | [Driving Strategic Innovation: Achieving High Performance](http://executive.mit.edu/openenrollment/program/driving_strategic_innovation_achieving_high_performance_throughout_the_value_chain/12?cid=Q411_dsi_doespreadsheet_1#/overview) |
|  |  | [Understanding and Solving Complex Business Problems](http://executive.mit.edu/openenrollment/program/understanding_and_solving_complex_business_problems/36#/overview) |
|  |  | [Fundamentals of Finance for the Technical Executive](http://executive.mit.edu/openenrollment/program/fundamentals_of_finance_for_the_technical_executive/16#/overview) |
|  |  | [Big Data: Making Complex Things Simpler](http://executive.mit.edu/openenrollment/program/big_data_making_complex_things_simpler/49) |
|  |  | [Developing and Managing a Successful Technology and Product Strategy](http://executive.mit.edu/openenrollment/program/developing_and_managing_a_successful_technology_and_product_strategy/11#/overview) |
|  |  | [Entrepreneurship Development Program](http://executive.mit.edu/openenrollment/program/entrepreneurship_development_program/15#/overview) |
|  |  | [Essential IT for Non-IT Executives](http://executive.mit.edu/openenrollment/program/essential_it_for_non-it_executives/34) |
|  |  | [Managing Complex Product Development Projects](http://executive.mit.edu/openenrollment/program/managing_complex_technical_projects/23#/overview) |
|  |  | [Supply Chain Strategy and Management](http://executive.mit.edu/openenrollment/program/supply_chain_strategy_and_management/31#/overview) |
|  |  | [Understanding Global Markets: Macroeconomics for Executives](http://executive.mit.edu/openenrollment/program/understanding_global_markets_macroeconomics_for_executives/37) |
|  |  | [Strategic Cost Analysis for Managers](http://executive.mit.edu/openenrollment/program/strategic_cost_analysis_for_managers/39) |
|  |  | [Systematic Innovation of Products, Processes, and Services](http://executive.mit.edu/openenrollment/program/systematic_innovation_of_products_processes_and_services/26) |
|  |  | [Negotiation for Executives](http://executive.mit.edu/openenrollment/program/negotiation_for_executives/46) |
| **Michigan** | **Michigan State**  **University** | [Executive-style Weekend MBA](http://weekendmba.broad.msu.edu/) |
|  |  | [Master of Science in Business Analytics](http://broad.msu.edu/businessanalytics/) |
|  |  | [Healthcare Leadership: Business Strategy for a Changing Landscape](https://edp.broad.msu.edu/events/9) |
|  |  | [Thinking Strategically to Build a Sustainable Competitive Advantage](https://edp.broad.msu.edu/events/26) |
|  |  | [Executive Leadership for Women: Strategies to Enhance Success](https://edp.broad.msu.edu/events/10) |
|  |  | [Process Mapping](https://edp.broad.msu.edu/events/65) |
|  |  | [Adaptive Leadership: Enhancing Individual and Team Performance](https://edp.broad.msu.edu/events/45) |
|  |  | [Broad Executive Program: Strategies for High-Impact Leadership](https://edp.broad.msu.edu/events/55) |
|  |  | [Managing Project Teams](https://edp.broad.msu.edu/events/69) |
|  |  | [Maximizing Sales Team Performance: Transitioning from Individual Contributor to Sales Team Leader](https://edp.broad.msu.edu/events/53) |
|  |  | [Consultive Selling: Achieving Sales Success by Solving Customer Problems](https://edp.broad.msu.edu/events/54) |
|  |  | [Cost Management for Non-Financial Managers](https://edp.broad.msu.edu/events/12) |
|  |  | [Finance for the Non-Financial Manager](https://edp.broad.msu.edu/events/15) |
|  |  | [Financial Management for Executives: Driving Value](https://edp.broad.msu.edu/events/44) |
|  |  | [Pricing Strategies and Tactics](https://edp.broad.msu.edu/events/27) |
|  |  | [Power, Influence and Negotiation](https://edp.broad.msu.edu/events/19) |
|  | **University of Michigan** | [Michigan Executive Program](http://execed.bus.umich.edu/Programs/The-Michigan-Ross-Executive-Program.aspx) |
|  |  | [Advanced Human Resource Executive Program](http://execed.bus.umich.edu/Programs/Advanced-Human-Resource-Executive-Program.aspx) |
| **Minnesota** | **University of Minnesota** | [Minnesota Executive Program](http://www.csom.umn.edu/executive-education/minnesota-executive-program.html) |
|  |  | [Minnesota Management Institute](http://www.carlsonschool.umn.edu/executive-education/minnesota-management-institute.html) |
|  |  | [Creating a High-Performance Organization](http://www.carlsonschool.umn.edu/executive-education/high-performance-organization.html) |
|  |  | [Presentations: Coaching for Executives](http://www.carlsonschool.umn.edu/executive-education/presentations-coaching-execs.html) |
|  |  | [MBA Essentials](http://www.carlsonschool.umn.edu/executive-education/mba-essentials.html) |
|  |  | [Advanced Business Communications for Executives: Making Persuasion and Influence Work](http://www.carlsonschool.umn.edu/executive-education/advanced-business-communications.html) |
|  |  | [The Art and Practice of Effective Coaching](http://www.carlsonschool.umn.edu/executive-education/leadership-coaching.html) |
|  |  | [Operational Excellence](http://www.csom.umn.edu/executive-education/operational-competitive-advantage.html) |
|  |  | [Power and Influence: Strategically Managing Business Relationships](http://www.csom.umn.edu/executive-education/power-and-influence.html) |
|  |  | [FramebreakingTM Leadership Development](http://www.csom.umn.edu/executive-education/frame-breaking.html) |
|  |  | [Finance for Non-Financial Managers](http://www.csom.umn.edu/executive-education/finance-for-nonfinancial.html) |
|  |  | [Negotiation Strategies for Executives](http://www.csom.umn.edu/executive-education/negotiation-strategies-execs.html) |
|  |  | [Mergers and Acquisition: Creating Shareholder Value](http://www.carlsonschool.umn.edu/executive-education/mergers-and-acquisitions.html) |
|  |  | [Develop Global Business Skills to Maximize Worldwide Results](http://www.carlsonschool.umn.edu/executive-education/develop-global-business.html) |
|  |  | [Authentic Leadership: Purpose, Passion, and Courage](http://www.csom.umn.edu/executive-education/authentic-leadership.html) |
|  |  | [Creating and Executing Strategies](http://www.carlsonschool.umn.edu/executive-education/creating-executing-strategies.html) |
|  |  | [Critical Thinking and Communication](http://www.csom.umn.edu/executive-education/critical-thinking-communication.html) |
|  |  | [Leading Effective Change](http://www.csom.umn.edu/executive-education/leading-effective-change.html) |
| **Missouri** | **University of Missouri** | [Guiding Conflict Resolution](http://mti.missouri.edu/courses/conflict-resolution/index.php) |
|  |  | [Supervisory Certificate Series](http://mti.missouri.edu/courses/supervisory-series/index.php) |
|  |  | [The Financial Basics: What Every Manager Should Know](http://mti.missouri.edu/courses/financial-basics/index.php) |
|  |  | [Finance for Non-Financial Managers](http://www.bloch2.umkc.edu/professional-education/executive-education-center/course-listings/finance-for-non-financial-managers/index.aspx) |
|  |  | [Influence and Persuasion](http://www.bloch2.umkc.edu/professional-education/executive-education-center/course-listings/influence--persuasion--managing-up--across/index.aspx) |
|  | **Washington University St Louis** | [Creativity Leading to Breakthrough Performance](http://www.olin.wustl.edu/Events/Pages/Event.aspx?CID=725%7CExecutive+Programs+Calendar&Referrer=http%3A%2F%2Fwww.olin.wustl.edu%2FPages%2Fdefault.aspx) |
|  |  | [Critical Thinking](http://www.olin.wustl.edu/executiveeducation/OPP/Pages/UpcomingSeminars.aspx) |
|  |  | [Global Leadership](http://www.olin.wustl.edu/executiveeducation/OPP/Pages/UpcomingSeminars.aspx) |
|  |  | [Leading and Managing Change](http://www.olin.wustl.edu/executiveeducation/OPP/Pages/UpcomingSeminars.aspx) |
|  |  | [Leadership Edge: Understanding and Managing Your Impact](http://www.olin.wustl.edu/executiveeducation/OPP/Pages/UpcomingSeminars.aspx) |
|  |  | [Leading Through Influence](http://www.olin.wustl.edu/executiveeducation/OPP/Pages/UpcomingSeminars.aspx) |
|  |  | [Managing Your Career: How to Thrive in a Dynamic Environment](http://www.olin.wustl.edu/executiveeducation/OPP/Pages/UpcomingSeminars.aspx) |
|  |  | [Women’s Leadership Certificate](http://www.olin.wustl.edu/executiveeducation/CertificatePrograms/WomensLeadershipForum/Pages/default.aspx) |
|  |  | [Difficult Conversations](http://www.olin.wustl.edu/executiveeducation/OPP/Pages/UpcomingSeminars.aspx) |
|  |  | [Leading Projects: Managing Multiple Stakeholders](http://www.olin.wustl.edu/executiveeducation/OPP/Pages/UpcomingSeminars.aspx) |
|  |  | [Leading Teams for High Performance](http://www.olin.wustl.edu/executiveeducation/OPP/Pages/UpcomingSeminars.aspx) |
|  |  | [Transformative Leadership Coaching](http://www.olin.wustl.edu/Events/Pages/Event.aspx?CID=711%7CExecutive+Programs+Calendar&Referrer=http%3A%2F%2Fwww.olin.wustl.edu%2FPages%2Fdefault.aspx) |
|  |  | [Tribal Leadership: Unleashing the Power of Creative Collaboration](http://www.olin.wustl.edu/executiveeducation/OPP/Pages/UpcomingSeminars.aspx) |
|  |  | [Negotiation and Conflict Management](http://www.olin.wustl.edu/Events/Pages/Event.aspx?CID=718|Executive%20Programs%20Calendar&Referrer=http%3a%2f%2fwww.olin.wustl.edu%2fexecutiveeducation%2fOPP%2fPages%2fUpcomingSeminars.aspx) |
|  |  | [Building Competitive Advantage Through Strategy](http://www.olin.wustl.edu/Events/Pages/Event.aspx?CID=719|Executive%20Programs%20Calendar&Referrer=http%3a%2f%2fwww.olin.wustl.edu%2fexecutiveeducation%2fOPP%2fPages%2fUpcomingSeminars.aspx) |
|  |  | [Business Acumen for Lawyers Certificate](http://www.olin.wustl.edu/executiveeducation/CertificatePrograms/Law/Pages/default.aspx) |
|  |  | [Business Models Innovation](http://www.olin.wustl.edu/Events/Pages/Event.aspx?CID=714%7CExecutive+Programs+Calendar&Referrer=http%3A%2F%2Fwww.olin.wustl.edu%2FPages%2Fdefault.aspx) |
|  |  | [Creating Value Through Mergers and Acquisitions](http://www.olin.wustl.edu/executiveeducation/OPP/Pages/UpcomingSeminars.aspx) |
|  |  | [Disruptive Strategies](http://www.olin.wustl.edu/executiveeducation/OPP/Pages/UpcomingSeminars.aspx) |
|  |  | [Financial Skills for Non-Financial Managers](http://www.olin.wustl.edu/executiveeducation/CertificatePrograms/FinancialSkills/Pages/default.aspx) |
|  |  | [Finance for Nonfinancial Managers](http://www.olin.wustl.edu/executiveeducation/OPP/Pages/UpcomingSeminars.aspx) |
|  |  | [Leveraging Social Media for Maximum Impact](http://www.olin.wustl.edu/executiveeducation/OPP/Pages/UpcomingSeminars.aspx) |
|  |  | [Communications Require More than a Compass](http://www.olin.wustl.edu/executiveeducation/OPP/Pages/UpcomingSeminars.aspx) |
|  |  | [The Emotionally Intelligent Leader](http://www.olin.wustl.edu/executiveeducation/OPP/Pages/UpcomingSeminars.aspx) |
| **Nevada** | **University of Nevada Reno** | [Working with the Problem Employee](https://www.cisweb1.unr.edu/cxs/CourseListing.asp?master_id=146&course_area=CX&course_number=128&course_subtitle=00) |
|  |  | [Managing and Supervising People](https://www.cisweb1.unr.edu/cxs/CourseListing.asp?master_id=121&course_area=CSM&course_number=103&course_subtitle=00) |
|  |  | [Performance Management](https://www.cisweb1.unr.edu/cxs/CourseListing.asp?master_id=127&course_area=CSM&course_number=104&course_subtitle=00) |
| **New Hampshire** | **Dartmouth College** | [Leadership and Strategic Impact](http://www.tuck.dartmouth.edu/exec/open_programs/leadership_impact.html) |
|  |  | [The Leading Innovation: From Idea to Impact Program](http://exec.tuck.dartmouth.edu/programs/open-programs/leading-innovation-from-idea-to-impact) |
|  |  | [Tuck Executive Program](http://www.tuck.dartmouth.edu/exec/open_programs/executive_program.html) |
|  |  | [The Strategic Financial Leadership Program](http://exec.tuck.dartmouth.edu/programs/open-programs/strategic-financial-leadership-program) |
| **New**  **Jersey** | **Rutgers University** | [Building Your Business Case](http://execed.rutgers.edu/leadership-management-supervision/) |
|  |  | [7.5 Key Strategies for Effective Supervision](http://execed.rutgers.edu/leadership-management-supervision/) |
|  |  | [Maximize Your Leadership DNA](http://execed.rutgers.edu/leadership-management-supervision/) |
|  |  | [Would You Want to Work for You?: The Formula for Great Management](http://execed.rutgers.edu/management-2/) |
|  | **Seton Hall University** | [Master of Arts in Strategic Communication and Leadership](http://www.shu.edu/go/mascl) |
|  |  | [Professional Certificates](http://www.shu.edu/academics/certificate-programs.cfm) |
| **New York** | **Columbia University** | [High Impact Leadership](http://www8.gsb.columbia.edu/execed/program-finder/) |
|  |  | [Columbia Senior Executive Program](http://www4.gsb.columbia.edu/execed/programs/detail/10407/Columbia+Senior+Executive+Program) |
|  |  | [General Management Leadership Program](http://www4.gsb.columbia.edu/execed/programs/detail/10482/General+Management+Leadership+Program) |
|  |  | [Columbia Essentials of Management](http://www4.gsb.columbia.edu/execed/programs/detail/10484/Columbia+Essentials+of+Management%3A+Highlights+of+an+MBA) |
|  |  | [Columbia Management Institute](http://www4.gsb.columbia.edu/execed/programs/detail/7221930/Columbia+Management+Institute) |
|  |  | [Emerging Leader Development Program](http://www4.gsb.columbia.edu/execed/programs/detail/10485/Emerging+Leader+Development+Program) |
|  |  | [Personal Leadership and Success](http://www4.gsb.columbia.edu/execed/programs/detail/137808/PLS) |
|  |  | [Leadership Essentials](http://www4.gsb.columbia.edu/execed/programs/detail/102757/LE) |
|  |  | [Senior Leaders Program for Nonprofit Professionals](http://www4.gsb.columbia.edu/execed/programs/detail/5618/Senior+Leaders+Program+for+Nonprofit+Professionals+%28formerly+Institute+for+Not-for-Profit+Management+Program%29) |
|  |  | [Leading Strategic Growth and Change](http://www4.gsb.columbia.edu/execed/programs/detail/10427/Leading+Strategic+Growth+and+Change) |
|  |  | [Creating and Executing Breakthrough Strategy](http://www4.gsb.columbia.edu/execed/programs/detail/10423/Creating+and+Executing+Breakthrough+Strategy) |
|  |  | [Finance and Accounting for Non-Financial Executives](http://www8.gsb.columbia.edu/execed/program-pages/details/29/FANE?sourceid=finder) |
|  |  | [Negotiation Strategies](https://www4.gsb.columbia.edu/execed/programs/detail/10420/Negotiation+and+Decision-Making+Strategies) |
|  |  | [Persuasion: Influencing Without Authority](http://www4.gsb.columbia.edu/execed/programs/detail/10421/Persuasion%3A+Influencing+Without+Authority) |
|  | **St. John Fisher College** | [Doctorate in Education: Executive Leadership (Ed.D.)](http://www3.sjfc.edu/academics/education/departments/edd/index.dot) |
|  |  | [Doctoral Studies Seminar](http://www3.sjfc.edu/academics/education/departments/edd/schedule.dot) |
|  |  | [Contemporary Issues Exec Leader](http://www3.sjfc.edu/academics/education/departments/edd/schedule.dot) |
|  |  | [Research Methods and Design](http://www3.sjfc.edu/academics/education/departments/edd/schedule.dot) |
|  |  | [Leadership and Cultural Change](http://www3.sjfc.edu/academics/education/departments/edd/schedule.dot) |
|  |  | [Field Experience 1](http://www3.sjfc.edu/academics/education/departments/edd/schedule.dot) |
|  |  | [Applied and Action Research](http://www3.sjfc.edu/academics/education/departments/edd/schedule.dot) |
|  |  | [Quality and Quantity Methods](http://www3.sjfc.edu/academics/education/departments/edd/schedule.dot) |
|  |  | [Public and Human Relations](http://www3.sjfc.edu/academics/education/departments/edd/schedule.dot) |
|  |  | [Assessing, Evaluating and Organizational Improvement](http://www3.sjfc.edu/academics/education/departments/edd/schedule.dot) |
|  |  | [HR Development and Continuous Improvement](http://www3.sjfc.edu/academics/education/departments/edd/schedule.dot) |
|  |  | [Leadership and Diversity](http://www3.sjfc.edu/academics/education/departments/edd/schedule.dot) |
|  |  | [Finance and Resource Development](http://www3.sjfc.edu/academics/education/departments/edd/schedule.dot) |
|  |  | [Public Policy, Law and Ethics](http://www3.sjfc.edu/academics/education/departments/edd/schedule.dot) |
|  |  | [Shared Governance](http://www3.sjfc.edu/academics/education/departments/edd/schedule.dot) |
|  | **New York University** | [Breakthrough Strategic Thinking](http://www.stern.nyu.edu/executive-education-open-enrollment/search/program/111/Breakthrough-Strategic-Thinking) |
|  |  | [Managing Innovation](http://www.stern.nyu.edu/executive-education-open-enrollment/search/program/137/Managing-Innovation) |
|  |  | [Anticipating Disruptive Change: Offensive and Defensive Plans](http://www.stern.nyu.edu/executive-education-open-enrollment/search/program/118/Anticipating-Disruptive-Innovation:-Offensive-and-Defensive-Strategies) |
|  |  | [Global Strategy](http://www.stern.nyu.edu/executive-education-open-enrollment/search/program/99/Global-Strategy) |
|  |  | [Disruptive Leadership: Fostering a Culture of Game-Changing Innovation](http://www.stern.nyu.edu/executive-education-open-enrollment/search/program/115/Disruptive-Leadership:-Fostering-a-Culture-of-Game-Changing-Innovation) |
|  |  | [Great Leadership: Developing Practical Leadership Skills](http://www.stern.nyu.edu/executive-education-open-enrollment/search/program/139/Great-Leadership:-Developing-Practical-Leadership-Skills) |
|  |  | [Managing High Performance Teams](http://www.stern.nyu.edu/executive-education-open-enrollment/search/program/102/Managing-High-Performance-Teams) |
|  |  | [Leadership Training For High Potentials](http://www.stern.nyu.edu/executive-education-open-enrollment/search/program/117/Leadership-Training-For-High-Potentials) |
|  |  | [Power and Politics: Developing Conflict Management Skills](http://www.stern.nyu.edu/executive-education-open-enrollment/search/program/110/Power-and-Politics:-Developing-Conflict-Management-Skills) |
|  |  | [Innovative Thinking for New Products and Services](http://www.stern.nyu.edu/executive-education-open-enrollment/search/program/116/Innovative-Thinking-for-New-Products-and-Services) |
|  |  | [Business Analytics: Inside Out in Two Days](http://www.stern.nyu.edu/executive-education-open-enrollment/search/program/107/Business-Analytics:-Inside-Out-in-Two-Days) |
|  |  | [Data-Driven Marketing: From Analytics to Insight](http://www.stern.nyu.edu/executive-education-open-enrollment/search/program/140/Data-Driven-Marketing:-From-Analytics-to-Insight) |
|  |  | [Finance and Accounting for Non-Finance Executives](http://www.stern.nyu.edu/executive-education-open-enrollment/search/program/122/Finance-and--Accounting-for-Non-Finance-Executives) |
|  |  | [Behavioral Finance and Applications to Business Decisions](http://www.stern.nyu.edu/executive-education-open-enrollment/search/program/138/Behavioral-Finance-and-Applications-to-Business-Decisions) |
|  |  | [Strategic Marketing and Finance: Finding the Common Ground](http://www.stern.nyu.edu/executive-education-open-enrollment/search/program/106/Strategic-Marketing-and-Finance:-Finding-the-Common-Ground) |
|  |  | [Rethinking Integrated Risk Management](http://www.stern.nyu.edu/executive-education-open-enrollment/search/program/135/Rethinking-Integrated-Risk-Management) |
|  |  | [Modern Methods in Corporate Finance](http://www.stern.nyu.edu/executive-education-open-enrollment/search/program/123/Modern-Methods-in-Corporate-Finance) |
|  |  | [Valuation](http://www.stern.nyu.edu/executive-education-open-enrollment/search/program/101/Valuation) |
|  |  | [Negotiations: Maximizing Value Through Competition and Collaboration](http://www.stern.nyu.edu/executive-education-open-enrollment/search/program/119/Negotiations:-Maximizing-Value-Through-Competition-and-Collaboration) |
|  |  | [Communication Strategies: Developing Leadership Presence](http://www.stern.nyu.edu/executive-education-open-enrollment/search/program/84/Communication-Strategies:-Developing-Leadership-Presence) |
|  |  | [Leading Across a Global Network](http://www.stern.nyu.edu/executive-education-open-enrollment/search/program/120/Leading-Across-A-Global-Network) |
|  |  | [Leveraging Social Media and Digital Marketing for Business](http://www.stern.nyu.edu/executive-education-open-enrollment/search/program/114/Leveraging-Social-Media-and-Digital-Marketing-for-Business) |
|  |  | [Making Sense of Gloabal Markets and Their Impact on Your Business](http://www.stern.nyu.edu/executive-education-open-enrollment/search/program/136/Making-Sense-of-Global-Markets-and-Their-Impact-on-Your-Business) |
|  | **University of Buffalo** | [Supervisory Skills](http://mgt.buffalo.edu/executive/noncredit/ss) |
| **North Carolina** | **Center for Creative Leadership** | [Maximizing Your Leadership Potential](http://www.ccl.org/leadership/programs/MLPOverview.aspx?pageId=3203) |
|  |  | [Leadership Development Program](http://www.ccl.org/leadership/programs/LDPOverview.aspx?pageId=820) |
|  |  | [Leading for Organizational Impact](http://www.ccl.org/leadership/programs/LOIOverview.aspx?pageId=3176) |
|  | **University of North Carolina-Chapel Hill** | [Executive Development Institute](http://www.kenan-flagler.unc.edu/executive-development/open-enrollment/programs/executive-development-institute) |
|  |  | [Business and Human Resources: Leading HR and Your Organization into the Future](http://www.kenan-flagler.unc.edu/executive-development/open-enrollment/programs/business-and-human-resources) |
|  |  | [Leadership Effectiveness Workshop](http://www.kenan-flagler.unc.edu/executive-development/open-enrollment/programs/leadership-effectiveness-workshop) |
|  |  | [Women in Business](http://www.kenan-flagler.unc.edu/executive-development/open-enrollment/programs/women-in-business) |
|  |  | [Change Management](http://www.kenan-flagler.unc.edu/executive-development/open-enrollment/programs/change-management) |
|  |  | [Strategic Innovation for the New Business Environment](http://www.kenan-flagler.unc.edu/executive-development/open-enrollment/programs/strategic-innovation) |
|  |  | [Intentional Leadership](http://www.kenan-flagler.unc.edu/executive-development/open-enrollment/programs/intentional-leadership) |
|  |  | [Project Leadership: Build a Best-in-Class Project Team](http://www.kenan-flagler.unc.edu/executive-development/open-enrollment/~/link.aspx?_id=A2C8F4BF2EDA4F7AAD81ABF0D46901C6&_z=z) |
|  |  | [Developing Leadership Presence](http://www.kenan-flagler.unc.edu/executive-development/open-enrollment/~/link.aspx?_id=C5E1E2B82E1442A6B08EE8487230F72A&_z=z) |
|  |  | [Strategic Planning and Business Decision Making](http://www.kenan-flagler.unc.edu/executive-development/open-enrollment/~/link.aspx?_id=1D7C8FD5ACC34F58BBEFB41D1DF3C0F5&_z=z) |
|  |  | [Talent Management Institute](http://www.kenan-flagler.unc.edu/executive-development/open-enrollment/programs/talent-management) |
|  |  | [Financial Analysis for Non-Financial Managers](http://www.kenan-flagler.unc.edu/executive-development/open-enrollment/programs/financial-analysis) |
|  |  | [Negotiation Skills for Effective Managers](http://www.kenan-flagler.unc.edu/executive-development/open-enrollment/programs/negotiation-skills) |
|  | **Duke University** | [Advanced Management Program](http://www.fuqua.duke.edu/programs/other_programs/executive_education/advanced_management/) |
|  |  | [Duke Leadership Program](http://www.fuqua.duke.edu/programs/other_programs/executive_education/duke_leadership/) |
|  |  | [Managing the Unexpected](http://www.fuqua.duke.edu/programs/other_programs/executive_education/managing_the_unexpected/) |
|  |  | [Finance for Non-Financial Managers](http://www.fuqua.duke.edu/programs/other_programs/executive_education/finance-non-financial-managers/) |
| **Ohio** | **Xavier University** | [Business Writing for Results](http://xavierleadershipcenter.com/programs/business-writing-for-results/) |
|  |  | [Change Leaders Toolkit](http://xavierleadershipcenter.com/programs/change-leaders-toolkit-2/) |
|  |  | [Implementing Innovation](http://xavierleadershipcenter.com/programs/implementing-innovation/) |
|  |  | [Leadership Foundations Certificate Program](http://xavierleadershipcenter.com/programs/leadership-foundations-certificate/) |
|  |  | [Managing with Different Leadership Styles](http://xavierleadershipcenter.com/programs/managing-with-different-leadership-styles/) |
|  |  | [Strengths-Based Leadership](http://xavierleadershipcenter.com/programs/strengths-based-leadership-3/) |
|  |  | [Building Effective Teams](http://xavierleadershipcenter.com/programs/building-effective-teams/) |
|  |  | [Influencing Without Authority](http://xavierleadershipcenter.com/programs/influencing-without-authority/) |
|  |  | [Managing Conflict](http://xavierleadershipcenter.com/programs/managing-conflict/) |
|  |  | [Train-the-Trainer: How Adults Learn](http://xavierleadershipcenter.com/programs/train-the-trainer-how-adults-learn/) |
|  |  | [Train-the-Trainer: Planning Designing and Evaluating Training](http://xavierleadershipcenter.com/programs/train-the-trainer-planning-designing-evaluating-training/) |
|  |  | [Train-the-Trainer: Proven Classroom Training Techniques](http://xavierleadershipcenter.com/programs/train-the-trainer-proven-classroom-training-techniques/) |
|  |  | [Executive Certificate in Financial Planning](http://xavierleadershipcenter.com/programs/executive-certificate-in-financial-planning/) |
|  |  | [Lean Certificate Program](http://xavierleadershipcenter.com/programs/lean-certification-program/) |
|  |  | [Project Management Certificate Program](http://xavierleadershipcenter.com/programs/project-management-certificate-program/) |
|  |  | [Six Sigma Black Belt Certificate Program](http://xavierleadershipcenter.com/programs/six-sigma-black-belt/) |
|  |  | [Six Sigma Green Belt Certificate Program](http://xavierleadershipcenter.com/programs/six-sigma-green-belt/) |
|  |  | [Six Sigma Yellow Belt Certificate Program](http://xavierleadershipcenter.com/programs/six-sigma-yellow-belt/) |
|  |  | [Negotiating Mutual Success](http://xavierleadershipcenter.com/programs/negotiating-mutual-success/) |
|  |  | [Communication Skills](http://xavierleadershipcenter.com/programs/communication-skills/) |
| **Oregon** | **Portland State**  **University** | [Emergency Management and Homeland Security Leadership Program](http://www.pdx.edu/cps/emergency-management-and-homeland-security-leadership-program) |
|  |  | [Executive Master of Public Administration Program](http://www.pdx.edu/cps/executive-master-of-public-administration) |
|  |  | [Executive Seminar Program for Natural Resources](http://www.pdx.edu/cps/executive-seminar-program-for-natural-resources-0) |
| **Pennsylvania** | **Alvernia University** | [Ph.D. Program in Leadership](http://www.alvernia.edu/academics/graduate/phd/) |
|  | **BRODY Professional Development** | [Executive and Leadership Coaching](http://www.brodypro.com) |
|  |  | [Move from Conflict to Collaboration 1:1 Coaching](http://www.brodypro.com) |
|  |  | [Courageous Coaching 1:1 Coaching](http://www.brodypro.com) |
|  |  | [Building Strong Teams and Team Building 1:1 Coaching](http://www.brodypro.com) |
|  |  | [Understanding Behavioral Styles 1:1 Coaching](http://www.brodypro.com) |
|  |  | [Bridging the Generational Gap 1:1 Coaching](http://www.brodypro.com) |
|  |  | [Accountability: Four Keys to Manage Success 1:1 Coaching](http://www.brodypro.com/) |
|  |  | [Political Savvy 1:1 Coaching](http://www.brodypro.com) |
|  |  | [Influencing Without Authority 1:1 Coaching](http://www.brodypro.com) |
|  |  | [Winning Negotiations 1:1 Coaching](http://www.brodypro.com) |
|  | **Immaculata University** | [Certificate in Organizational and Leadership Coaching](http://www.immaculata.edu/orgleadership) |
|  |  | [MA and certificate programs in Organizational Effectiveness](http://www.immaculata.edu/orgleadership) |
|  | **Penn State** | [Aligning Strategy, Leadership, and Culture: Keys to Competitive Advantage](http://www.smeal.psu.edu/psep/events/aligning-strategy-leadership-and-culture-keys-to-competitive-advantage) |
|  |  | [Enterprise Integration & Transformation: Beyond IT/Business Alignment](http://www.smeal.psu.edu/psep/events/enterprise-integration-transformation-beyond-it-business-alignment) |
|  |  | [Developing Managerial Effectiveness](http://www.smeal.psu.edu/psep/events/copy_of_developing-managerial-effectiveness) |
|  |  | [Designing and Leading Competitive Supply Chains](http://www.smeal.psu.edu/psep/open/designingsc/designing-and-leading-competitive-supply-chains-3) |
|  |  | [Finance for the Non-Financial Manager](http://www.smeal.psu.edu/psep/open/finance-for-the-non-financial-manager/copy_of_finance-for-the-non-financial-manager-1) |
|  | **Rutgers University** | [Surviving and Thriving in a Changing Environment](http://execed.rutgers.edu/change-mgmt/) |
|  | **St. Joseph’s University** | [Organization Dynamics and Leadership](http://online.sju.edu/programs/online-masters-degree-leadership.asp) |
|  | **The American College** | [Master of Science in Management](file:///\\DOE.LOCAL\DFSFR\ORG_HR\HC_HOME\HC-ALL\HC%20Intern\Intern\SESCDP%202012-2013\Dec.%202012%20Update%20Materials\TheAmericanCollege.edu\MSM) |
|  |  | [Leadership Development Experience](http://www.theamericancollege.edu/graduate-degrees/msm-executive-leadership) |
|  |  | [Classic and Contemporary Leadership Studies](http://www.theamericancollege.edu/graduate-degrees/msm-executive-leadership) |
|  |  | [Dynamic Organizational Leadership](http://www.theamericancollege.edu/graduate-degrees/msm-executive-leadership) |
|  |  | [Law, Compliance, Benefits, and Social Responsibility](http://www.theamericancollege.edu/graduate-degrees/msm-executive-leadership) |
|  |  | [Leading Strategy Development](http://www.theamericancollege.edu/graduate-degrees/msm-executive-leadership) |
|  |  | [Decision-Making Leadership Skills](http://www.theamericancollege.edu/graduate-degrees/msm-executive-leadership) |
|  |  | [Organizational Change](http://www.theamericancollege.edu/graduate-degrees/msm-executive-leadership) |
|  |  | [Communications and Leadership](http://www.theamericancollege.edu/graduate-degrees/msm-executive-leadership) |
|  |  | [Ethics in Leadership](http://www.theamericancollege.edu/graduate-degrees/msm-executive-leadership) |
|  |  | [Personal and Interpersonal Leadership Skills](http://www.theamericancollege.edu/graduate-degrees/msm-executive-leadership) |
|  | **Villanova University** | [The Mini-MBA](http://www1.villanova.edu/villanova/business/graduate/executive/openprograms.html) |
|  | **University of**  **Pennsylvania: Wharton** | [The Leadership Edge: Strategies for the New Leader](http://executiveeducation.wharton.upenn.edu/open-enrollment/leadership-development-programs/the-leadership-edge.cfm) |
|  |  | [The Leadership Journey: Creating and Developing Your Leadership](http://executiveeducation.wharton.upenn.edu/open-enrollment/leadership-development-programs/creating-developing-leadership.cfm) |
|  |  | [High-Potential Leaders: Accelerating Your Impact](http://executiveeducation.wharton.upenn.edu/open-enrollment/leadership-development-programs/High-Potential-Leaders.cfm) |
|  |  | [Leading Organizational Change](http://executiveeducation.wharton.upenn.edu/open-enrollment/leadership-development-programs/leading-organizational-change-program.cfm) |
|  |  | [Innovation for Growth: Strategies and Best Practices](http://executiveeducation.wharton.upenn.edu/open-enrollment/strategy-management-programs/innovation-and-growth-strategies.cfm) |
|  |  | [Innovation Tournaments](http://executiveeducation.wharton.upenn.edu/open-enrollment/strategy-management-programs/innovation-tournaments.cfm) |
|  |  | [Building Relationships that Work](http://executiveeducation.wharton.upenn.edu/open-enrollment/leadership-development-programs/building-relationships-that-work.cfm) |
|  |  | [Creating and Leading High-Performance Teams](http://executiveeducation.wharton.upenn.edu/open-enrollment/leadership-development-programs/creating-leading-teams.cfm) |
|  |  | [Leading and Managing People](http://executiveeducation.wharton.upenn.edu/open-enrollment/leadership-development-programs/leading-managing-people-program.cfm) |
|  |  | [Advanced Management Program](http://executiveeducation.wharton.upenn.edu/open-enrollment/senior-management-programs/Advanced-Management-Program.cfm) |
|  |  | [Making Strategy Work: Leading Effective Execution](http://executiveeducation.wharton.upenn.edu/open-enrollment/strategy-management-programs/making-strategy-work.cfm) |
|  |  | [Strategic Marketing Essentials](http://executiveeducation.wharton.upenn.edu/open-enrollment/marketing-sales-programs/essentials-of-marketing.cfm) |
|  |  | [Strategic Thinking and Management for Competitive Advantage](http://executiveeducation.wharton.upenn.edu/open-enrollment/strategy-management-programs/strategic-thinking-competitive-advantage.cfm) |
|  |  | [Critical Thinking: Real World, Real Time Decisions](http://executiveeducation.wharton.upenn.edu/open-enrollment/leadership-development-programs/critical-thinking-program.cfm) |
|  |  | [Executive Development Program](http://executiveeducation.wharton.upenn.edu/open-enrollment/senior-management-programs/Executive-Development-Program.cfm) |
|  |  | [Advancing Business Acumen](http://executiveeducation.wharton.upenn.edu/open-enrollment/strategy-management-programs/advancing-business-acumen.cfm) |
|  |  | [Finance and Accounting for the Non-Financial Manager](http://executiveeducation.wharton.upenn.edu/open-enrollment/finance-programs/finance-accounting.cfm) |
|  |  | [Integrating Finance and Strategy for Value Creation](http://executiveeducation.wharton.upenn.edu/open-enrollment/finance-programs/finance-strategy-for-value-creation.cfm) |
|  |  | [Global Strategic Leadership](http://executiveeducation.wharton.upenn.edu/open-enrollment/senior-management-programs/global-strategic-leadership.cfm) |
|  |  | [Executive Negotiation Workshop: Bargaining for Advantage](http://executiveeducation.wharton.upenn.edu/open-enrollment/negotiation-persuasion-programs/executive-negotiation-bargaining-workshop.cfm) |
|  |  | [Strategic Alliances: Creating Growth Opportunities](http://executiveeducation.wharton.upenn.edu/open-enrollment/strategy-management-programs/strategic-alliances-growth-opportunities.cfm) |
|  | **University of Pittsburgh** | [Management Essentials](http://www.business.pitt.edu/cee/essentials/index.php) |
|  |  | [Certificate in Leadership and Organizational Effectiveness](http://www.business.pitt.edu/cee/partnerships/index.php) |
|  |  | [CMA – Certified Management Accounts Review Course](http://www.business.pitt.edu/cee/programs/cma.php) |
|  |  | [Project Management, Business Analysis Training](http://www.business.pitt.edu/cee/partnerships/index.php) |
| **South Carolina** | **University of South Carolina** | [Corporate Sustainability Strategy and Implementation: Lessons from Walmart](http://mooreschool.sc.edu/executiveeducation/executivedevelopment.aspx) |
|  |  | [Critical Thinking: Insights for Strategic Thinking and Analysis](http://mooreschool.sc.edu/executiveeducation/managementprograms.aspx) |
|  |  | [Leadership for Women: Strategies for High Potential Success](http://mooreschool.sc.edu/executiveeducation/leadershipprograms.aspx) |
|  |  | [Speaking with Confidence: Delivering Effective Presentations](http://mooreschool.sc.edu/executiveeducation/leadershipprograms.aspx) |
|  |  | [Building and Leading Dynamic High-Performance Teams](http://mooreschool.sc.edu/executiveeducation/leadershipprograms.aspx) |
|  |  | [Essential Tools to Build Your Supervisory Skills](http://www.moore.sc.edu/executiveeducation/managementprograms.aspx#supervisory) |
|  |  | [Innovative Communication Strategies for Improving Performance](http://mooreschool.sc.edu/executiveeducation/leadershipprograms.aspx) |
|  |  | [Coaching Skills for Maximum Performance](http://mooreschool.sc.edu/executiveeducation/leadershipprograms.aspx) |
|  |  | [Finance Essentials for the Non-Financial Manager](http://mooreschool.sc.edu/executiveeducation/managementprograms.aspx) |
|  |  | [Leadership Through People Skills](http://mooreschool.sc.edu/executiveeducation/leadershipprograms.aspx) |
|  |  | [International Negotiation: How to Overcome Cultural Business Challenges](http://mooreschool.sc.edu/executiveeducation/managementprograms.aspx) |
| **Tennessee** | **Vanderbilt University** | [Leading Change](http://www.owen.vanderbilt.edu/vanderbilt/programs/executive-development-institute/open-enrollment-programs-for-individuals/program-catalog/course-details.cfm?customel_datapageid_31775=39801) |
|  |  | [Executive Leadership](http://www.owen.vanderbilt.edu/vanderbilt/programs/executive-development-institute/open-enrollment-programs-for-individuals/program-catalog/course-details.cfm?customel_datapageid_31775=39516) |
|  |  | [Leading Project Teams for Strategic Results](http://www.owen.vanderbilt.edu/vanderbilt/programs/executive-development-institute/open-enrollment-programs-for-individuals/program-catalog/course-details.cfm?customel_datapageid_31775=40754) |
|  |  | [Leadership Coaching](http://www.owen.vanderbilt.edu/vanderbilt/programs/executive-development-institute/open-enrollment-programs-for-individuals/program-catalog/course-details.cfm?customel_datapageid_31775=39810) |
|  |  | [Managing Teams in Organizations](http://www.owen.vanderbilt.edu/vanderbilt/programs/executive-development-institute/open-enrollment-programs-for-individuals/program-catalog/course-details.cfm?customel_datapageid_31775=78688) |
|  |  | [Finance and Accounting for Non-Financial Managers](http://www.owen.vanderbilt.edu/vanderbilt/programs/executive-development-institute/open-enrollment-programs-for-individuals/program-catalog/course-details.cfm?customel_datapageid_31775=39758) |
|  |  | [Negotiation Skills for Managers](http://www.owen.vanderbilt.edu/vanderbilt/programs/executive-development-institute/open-enrollment-programs-for-individuals/program-catalog/course-details.cfm?customel_datapageid_31775=47486) |
| **Texas** | **Office of Personnel Management** | [Resiliency Advantage](https://www.leadership.opm.gov/programs/Skill-Immersion/REC/Index.aspx) |
|  | **Rice University** | [Essentials of Leadership](http://business.rice.edu/OpenEnrollmentPrograms/) |
|  |  | [Leader as Coach](http://business.rice.edu/OpenEnrollmentPrograms/) |
|  |  | [Leading Change](http://business.rice.edu/OpenEnrollmentPrograms/) |
|  |  | [Thinking Strategically](http://business.rice.edu/OpenEnrollmentPrograms/) |
|  |  | [Strategic Decision Making and Critical Reasoning](http://business.rice.edu/OpenEnrollmentPrograms/) |
|  |  | [Leading and Managing High Performance Teams](http://business.rice.edu/OpenEnrollmentPrograms/) |
|  |  | [Politics and Control in Organizations](http://business.rice.edu/OpenEnrollmentPrograms/) |
|  |  | [Leadership Communications](http://business.rice.edu/OpenEnrollmentPrograms/) |
|  | **University of Texas** | [Developing the Project Business Case](http://www.google.com/url?sa=t&rct=j&q=&esrc=s&frm=1&source=web&cd=1&ved=0CFEQFjAA&url=http%3A%2F%2Fwww.mccombs.utexas.edu%2FExecED%2FExecutive-Development-Certificates%2FProject-Management-Certificate%2FDeveloping-Project-Business-Case.aspx&ei=QHb8T-CSGqXa0QHThc39Bg&usg=AFQjCNFgaxVys6nvlnPi_XIqfxbIH9UeYg&sig2=WLYsQy82DY2UlyFK2c-Ckw) |
|  |  | [Leading Change](http://www.mccombs.utexas.edu/ExecED/Leading-Change.aspx) |
|  |  | [Strategic Management](http://www.mccombs.utexas.edu/ExecED/Strategic-Management.aspx) |
|  |  | [Building Engagement: What Leaders Do to Manage Talent and Build Allegiance](https://www.mccombs.utexas.edu/ExecED/Building-Engagement) |
|  |  | [Leading High Performance Teams](http://www.mccombs.utexas.edu/ExecED/Leading-High-Performance-Teams) |
|  |  | [Virtual Leadership: Leading Dispersed Teams](http://www.mccombs.utexas.edu/ExecED/Virtual-Leadership.aspx) |
|  |  | [Managing Project Execution](https://www.mccombs.utexas.edu/ExecED/Executive-Development-Certificates/Project-Management-Certificate/Managing-Project-Execution.aspx) |
|  |  | [Planning the Successful Project](http://www.mccombs.utexas.edu/ExecED/Executive-Development-Certificates/Project-Management-Certificate/Planning-Successful-Project.aspx) |
|  |  | [Accounting and Finance for Non-Financial Managers](http://www.mccombs.utexas.edu/ExecED/Accounting-and-Finance.aspx) |
|  | **Southern Methodist**  **University** | [Certificate in Leadership](http://www.cox.smu.edu/web/executive-education/certificate-in-leadership) |
|  |  | [Global Enterprise Leadership in the Energy Industry](http://www.cox.smu.edu/web/executive-education/seminar-for-senior-managers-in-the-energy-industry?utm_source=ExEd%2B-%20Energy%20-%20Blue%20Buttons&utm_medium=Banner&utm_campaign=ExEd%2BEnergy%20Blue%20Buttons%20-%20Sr%20Man) |
|  |  | [Strategic Leadership Skills in the Oil and Gas Industry](http://cox.smu.edu/web/executive-education/strategic-leadership-skills?utm_source=ExEd%2B-%20Energy%20-%20Blue%20Buttons&utm_medium=Banner&utm_campaign=ExEd%2BEnergy%20Blue%20Buttons%20-SLS) |
|  |  | [Certificate in Management](http://www.cox.smu.edu/web/executive-education/certificate-in-management) |
|  |  | [Formulating and Implementing Exceptional Business Strategy](http://www.cox.smu.edu/web/executive-education/strategy) |
|  |  | [The Essentials of Accounting and Finance for Non-Financial Managers](http://www.cox.smu.edu/web/executive-education/essentials-of-finance) |
|  |  | [Strategic Financial Skills in the Oil and Gas Industry](http://www.cox.smu.edu/web/executive-education/strategic-financial-skills?utm_source=ExEd%2B-%20Energy%20-%20Blue%20Buttons&utm_medium=Banner&utm_campaign=ExEd%2BEnergy%20Blue%20Buttons%20-%20SFS) |
|  |  | [Master Negotiation I](http://www.cox.smu.edu/web/executive-education/master-negotiation) |
| **Utah** | **University of Utah** | [Leadership Development Program](http://execed.business.utah.edu/page/leadership-development-program) |
| **Virginia** | **George Mason University** | [Leadership: Inventing the Future](http://som.gmu.edu/executiveeducation/upcoming/leadership-inventing-future/) |
|  | **Office of Personnel Management** | [Leadership for a Democratic Society](https://www.leadership.opm.gov/programs/Executive-Development/LDS/Index.aspx) |
|  | **University of Richmond** | [Developing Your Leadership Skills](http://calendar.richmond.edu/EventList.aspx?fromdate=4/26/2012&todate=4/26/2012&display=Day&type=public&eventidn=1681&view=EventDetails&information_id=5809) |
|  |  | [Creating and Managing Innovation](http://robins.richmond.edu/executive-education/course-list.html) |
|  |  | [Management Skills for Leaders](http://robins.richmond.edu/executive-education/course-list.html) |
|  |  | [The Inspirational Leader](http://robins.richmond.edu/executive-education/course-list.html) |
|  |  | [Managing Project Teams](http://robins.richmond.edu/executive-education/course-list.html) |
|  |  | [Strategic Project Management](http://robins.richmond.edu/executive-education/course-list.html) |
|  |  | [Project Risk Management](http://robins.richmond.edu/executive-education/course-list.html) |
|  |  | [Advanced Project Management](http://robins.richmond.edu/executive-education/course-list.html) |
|  |  | [Mini MBA](http://robins.richmond.edu/executive-education/mini-mba.html) |
|  |  | [Project Budget and Cost Management](http://robins.richmond.edu/executive-education/course-list.html) |
|  |  | [Accounting and Finance for Non-Financial Managers](http://robins.richmond.edu/executive-education/course-list.html) |
|  |  | [The Power of Influence](http://robins.richmond.edu/executive-education/course-list.html) |
|  | **University of Virginia** | [Developing Leadership Capability in the Corporate Aviation Function](http://www.darden.virginia.edu/web/Executive-Education/Partnership-Programs/NBAA-Partnership/Leadership-Corporate-Aviation/) |
|  |  | [Growing Great Managers: The Core Essentials](http://www.darden.virginia.edu/web/Executive-Education/Open-Enrollment-Program/General-Management/Growing-Great-Managers/) |
|  |  | [Managing Individual and Organizational Change](http://www.darden.virginia.edu/web/Executive-Education/Open-Enrollment-Program/Leadership-and-Change/Managing-Change/) |
|  |  | [True Leadership: Leading with Meaning](http://www.darden.virginia.edu/web/Executive-Education/Open-Enrollment-Program/Leadership-and-Change/True-Leadership/) |
|  |  | [Women Emerging in Leadership](http://www.darden.virginia.edu/web/Executive-Education/Open-Enrollment-Program/Leadership-and-Change/Women-Emerging-in-Leadership/) |
|  |  | [The Physics of Business Growth: Mindsets, System and Processes](http://www.darden.virginia.edu/web/Executive-Education/Open-Enrollment-Program/Strategy/Physics-of-Business-Growth/) |
|  |  | [Leading Teams for Growth and Change](http://www.darden.virginia.edu/web/Executive-Education/Open-Enrollment-Program/Leadership-and-Change/Leading-Teams/) |
|  |  | [Leading Organizational Effectiveness](http://www.darden.virginia.edu/web/Executive-Education/Open-Enrollment-Program/Leadership-and-Change/Organizational-Effectiveness/) |
|  |  | [Management Development Program: Driving Vision, Action, and Results](http://www.darden.virginia.edu/web/Executive-Education/Open-Enrollment-Program/General-Management/MDP/) |
|  |  | [Servant Leadership: A Path to High Performance](http://www.darden.virginia.edu/web/Executive-Education/Open-Enrollment-Program/Leadership-and-Change/Servant-Leadership--A-Path-to-High-Performance/) |
|  |  | [Strategic Thinking and Action](http://www.darden.virginia.edu/web/Executive-Education/Open-Enrollment-Program/Capability-Development/Strategic-Thinking/) |
|  |  | [Power and Leadership: Getting Below the Surface](http://www.darden.virginia.edu/web/Executive-Education/Open-Enrollment-Program/Leadership-and-Change/Power-and-Leadership/) |
|  |  | [Strategic Decision Making](http://www.darden.virginia.edu/web/Executive-Education/Open-Enrollment-Program/Decision-Making/Strategic-Decision-Making/) |
|  |  | [Financial Management for Non-Financial Managers](http://www.darden.virginia.edu/web/Executive-Education/Open-Enrollment-Program/Finance/Management/) |
|  |  | [Negotiating Success: A Learning Laboratory](http://www.darden.virginia.edu/web/Executive-Education/Open-Enrollment-Program/Negotiation/Negotiating-Success/) |
| **Washington** | **University of**  **Washington** | [Executive Development Program](http://www.foster.washington.edu/executive/edp/Pages/EDP.aspx) |
|  |  | [Leadership that Shapes the Future](http://www.foster.washington.edu/executive/seminars/Pages/Leadership.aspx) |
|  |  | [Finance and Accounting for Non-Financial Executives](http://www.foster.washington.edu/executive/seminars/Pages/FANE.aspx) |
|  | **City University of**  **Seattle** | [Change Leadership](http://www.cityu.edu/programs/som/gc_change_leadership.aspx) |
|  |  | [Project Management](http://www.cityu.edu/programs/som/gc_project_management.aspx) |
|  | **Seattle University** | [The Executive Leadership Program](http://www.seattleu.edu/albers/executiveeducation/ELP/) |
|  |  | [Health Leadership Executive MBA](http://www.seattleu.edu/albers/executiveeducation/HLEMBA/) |
|  |  | [Leadership Executive MBA](http://www.seattleu.edu/albers/executiveeducation/LEMBA.aspx) |
|  |  | [Leading with Dignity: Advanced Development](http://www.seattleu.edu/albers/inner.aspx?id=23162&linkidentifier=id&itemid=23162) |
| **West**  **Virginia** | **Office of Personnel Management** | [Leadership Assessment Program Level 1 for Team Leaders and Emerging Supervisors](https://www.leadership.opm.gov/Programs/Assessment/LAPL1/Index.aspx) |
|  |  | [Leadership Assessment Program Level 2 for Supervisors and Managers](https://www.leadership.opm.gov/Programs/Assessment/LAPL2/Index.aspx) |
|  |  | [Resiliency Advantage](https://www.leadership.opm.gov/programs/Skill-Immersion/REC/Index.aspx) |
|  |  | [Crisis Leadership Workshop](https://www.leadership.opm.gov/Programs/Skill-Immersion/CMS/Index.aspx) |
|  |  | [Executive Development Seminar: Leading Change](https://www.leadership.opm.gov/Programs/Core-Development/EDS/Index.aspx) |
|  |  | [Management Development Seminar I: Leading from the Middle](https://www.leadership.opm.gov/Programs/Core-Development/MDS1/Index.aspx) |
|  |  | [Management Development Seminar II: Leading Organizations](https://www.leadership.opm.gov/Programs/Core-Development/MDS2/Index.aspx) |
|  |  | [Team Development Seminar](https://www.leadership.opm.gov/Programs/Core-Development/TDS/Index.aspx) |
|  |  | [Supervisory Development Seminar Week 1: Fundamentals](https://www.leadership.opm.gov/Programs/Core-Development/SDSF/Index.aspx) |
|  |  | [Supervisory Development Seminar Week 2: Learning to Lead](https://www.leadership.opm.gov/Programs/Core-Development/SDSL/Index.aspx) |
|  |  | [Project Management Principles](https://www.leadership.opm.gov/Programs/Skill-Immersion/PMP/Index.aspx) |
|  |  | [Leadership Competencies: Preparing for the Next Step](https://www.leadership.opm.gov/Programs/Skill-Immersion/DCC/Index.aspx) |
|  |  | [Developing Customer-Focused Organizations](https://www.leadership.opm.gov/Programs/Skill-Immersion/DCF/Index.aspx) |
|  |  | [Performance Budgeting Seminar](https://www.leadership.opm.gov/Programs/Policy-Awareness/BPI/Index.aspx) |
|  |  | [Collaborative Leadership Seminar](https://www.leadership.opm.gov/Programs/Core-Development/CLS/Index.aspx) |
| **Wisconsin** | **University of**  **Wisconsin-Madison** | [Getting it Right: Decision Making and Change Management](http://exed.wisc.edu/Courses/Getting-It-Right-Decision-Making-and-Change-Management) |
|  |  | [Leadership Beyond Management](http://exed.wisc.edu/Courses/Leadership-Beyond-Management) |
|  |  | [Leading Organizational Change](http://exed.wisc.edu/courses/leading-organizational-change) |
|  |  | [Leadership: Inspire the Best in Your People](http://exed.wisc.edu/courses/leadership-inspire-the-best-in-your-people) |
|  |  | [Success Under Duress: Emotional Intelligence, Conflict Management, and Negotiations](http://exed.wisc.edu/Courses/Success-Under-Duress-Emotional-Intelligence-Conflict-Management-and-Negotiations) |
|  |  | [The Manager’s Role As Leader](http://exed.wisc.edu/courses/the-managers-role-as-leader) |
|  |  | [Transition to Manager: A One-Week Boot Camp](http://exed.wisc.edu/courses/transition-to-manager-a-one-week-boot-camp) |
|  |  | [Business Process Improvement Using Lean Six Sigma and Performance Metrics](http://exed.wisc.edu/Courses/Business-Process-Improvement-Using-Lean-Six-Sigma-and-Performance-Metrics) |
|  |  | [Creating a Culture of Innovation](http://exed.wisc.edu/courses/creating-a-culture-of-innovation) |
|  |  | [Defining and Managing Business Requirements](http://exed.wisc.edu/Courses/Defining-and-Managing-Business-Requirements) |
|  |  | [Project Management: Planning, Scheduling, and Control](http://exed.wisc.edu/Courses/Project-Management-Planning-Scheduling-and-Control) |
|  |  | [Project Portfolio Management](http://exed.wisc.edu/Courses/Project-Portfolio-Management) |
|  |  | [Business Acumen and Strategy for Managers](http://exed.wisc.edu/Courses/Business-Acumen-and-Strategy-An-Applied-Simulation) |
|  |  | [Finance and Accounting for Non-Financial Executives](http://exed.wisc.edu/Courses/Finance-and-Accounting-for-Non-Financial-Executives) |
|  |  | [IT Business Alignments](http://exed.wisc.edu/Courses/IT-Business-Alignment-Bridging-the-Gap-Between-Technology-and-Business-Strategy) |
|  |  | [Financial Analysis Techniques](http://exed.wisc.edu/Courses/Financial-Analysis-Techniques) |
|  |  | [Supply Chain Leadership](http://exed.wisc.edu/Courses/Supply-Chain-Leadership) |
|  |  | [Managing Project Risks](http://exed.wisc.edu/courses/managing-project-risks) |
|  |  | [Beyond Price: Negotiation Strategies for Practical and Profitable Agreements](http://exed.wisc.edu/Courses/Beyond-Price-Negotiation-Strategies-for-Practical-and-Profitable-Agreements) |
|  |  | [How to Influence Without Direct Authority](http://exed.wisc.edu/Courses/How-to-Influence-Without-Direct-Authority) |
|  |  | [Gaining Commitment: Coaching and Motivating in the Workplace](http://exed.wisc.edu/courses/gaining-commitment-coaching-and-motivating-in-the-workplace) |
|  |  | [Persuasion and Influence Skills for the Project Manager](http://exed.wisc.edu/Courses/Persuasion-and-Influence-Skills-for-the-Project-Manager) |
|  |  | [Project Leadership Communication](http://exed.wisc.edu/courses/project-leadership-communication) |
|  | **Marquette**  **University** | [Graduate Certificate in Leadership Studies](http://www.marquette.edu/cps/graduate_certificates_leadership_studies_online.shtml) |
|  | **Radical Leadership (Private Industry**  **Provider)** | [Engaged and Alive at Work by Radical Leadership](http://radicalleadership.net/?page_id=207) |
|  |  | [Radical Leadership I – Signature Series Retreat Intensive](http://radicalleadership.net/?page_id=326) |
|  |  | [Radical Leadership II – Signature Series Retreat Intensive](http://radicalleadership.net/?page_id=146) |
|  |  | [Radical Leadership Coach Training for Managers](http://radicalleadership.net/?page_id=348) |

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Senior Executive Service Courses and Seminars

Compiled by the Office of Learning and Workforce Development

United States Department of Energy

If you have suggestions for additional university or private industry programs to add to this list, please forward to:

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