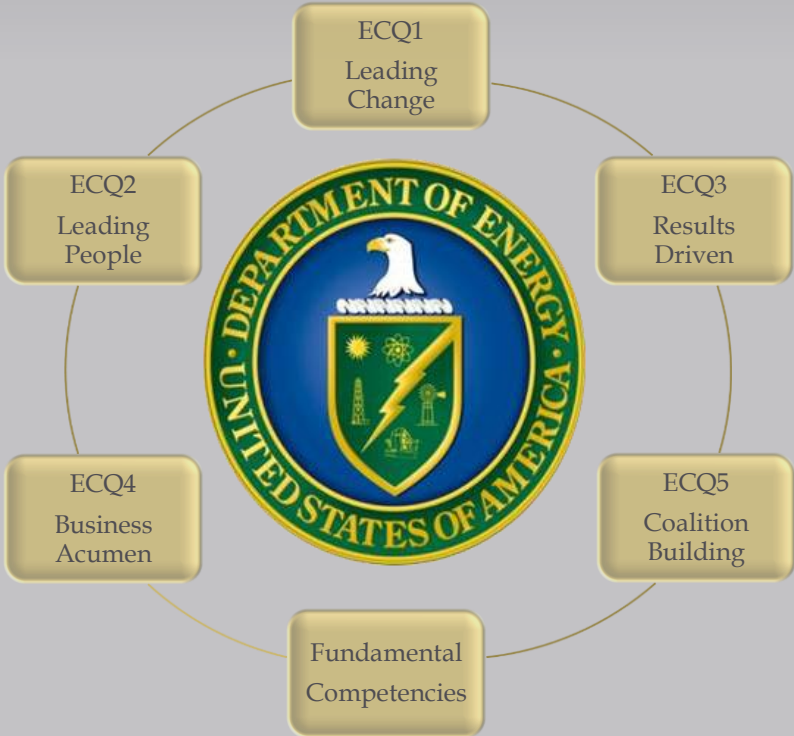


# LEADERSHIP DEVELOPMENT PROGRAMS 2013 - 2014

## Readings by Executive Core Qualifications



United States Department of Energy  
Office of Learning and Workforce  
Development

## **Leadership Development Programs and ECQ-based Readings**

**“I will prepare and some day my chance will come.”**

**Abraham Lincoln**

■ 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 21<sup>st</sup> 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 (OPM) 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 (SES).

### **How to use this catalog:**

■ The “Leadership Development Seminars July 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 550 courses offered by the OPM as well as 75 universities, colleges and private industry organizations throughout the continental United States and more than 700 leadership readings, by ECQ. Each listing includes a brief description of the course, as well as its date, location, cost, and contact information. Further information can be found on the institution's website which is provided inside each course description. 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.

■ We are happy to announce that, **with this edition of the Leadership Catalog, we can direct you to a wide range of [online learning resources](#)** including e-learning courses, online books, targeted portals, on-demand videos, live Web events, digital job aids, case studies, and mentoring. Now, more than ever before, when considering learning investments, federal agencies must weigh options for training effectiveness and

cost efficiency. E-learning offers a compelling financial advantage through reducing costs associated with travel, lodging, and absence from the office. Without a doubt, it will be a critical part of advancing the future development of Executive Core Qualification Leadership skills. Today's e-learning is experience-rich, multi-media, and comprehensive across a range of topics. E-learning assets and blended learning programs offer greater reach, measurable results, more timely "anytime/anywhere" access through mobile/social learning, and faster application to the job. The best news is that, in many cases, federal agency personnel already have access to [Skillsoft](#) online learning resources through their enterprise Learning Management Systems. We encourage you to explore your in-house options by contacting your agency learning program manager. Or send an email to [LeadershipTraining@Skillsoft.com](mailto:LeadershipTraining@Skillsoft.com) for details and access instructions).

■ 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. 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 Master Course Index or the list of readings, **DOUBLE CLICK** on the charts. Information on how to use each specific table will be provided later in this document

### **Career Planning:**

Inside the catalog is 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.

### **Additions to the July Edition:**

■ After the great feedback we received from the **Career Planning** section from the previous January's Edition of the catalog, we wanted to provide more tools for career development. In this version of the catalog we added an **Interview Skills Module**, a **Federal Resume Module**, **Career Interest Surveys**, and **Online Leadership Articles**.

■ The **Interview Skills Module** provides tips and advice on how to prepare for an interview and how to succeed in the many different types of interviews

■ The **Federal Resume Module** provides insight on what to include in your resume and responds to many myths about Federal Resumes.

■ The **Career Interest Surveys** are free online tools that have been proven to introduce more career options, increase satisfaction in one's career plan and increase understanding of oneself.

■ The **Online Leadership Articles** that help teach practical skills you need to excel in your career. The articles will help you become a better leader, show you how to advance in your career, and teach you how to work more efficiently to get the most out of your career

**Acknowledgements:** 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 July 2013 Edition, many thanks to project lead **Kyle Adams**, who was very capably assisted by **Ali, Baker, David Dinh,** and **Joseph Park.**

We also wish to remember and thank students who were instrumental in creating the earlier editions: **Joyce Chiang, Gerri French, Kaitlin Greco, Nathan Horowitz, Mickey Jackson, Patti McMullen, Marpricionne McQueen, Jaafar Ouardi, Russ Ryan,** and **Renee Reynolds.**

**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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## **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](#) 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

#### **Key Executive Leadership Certificate Program**

Based on the Executive Core Qualifications (ECQs) developed by the U.S. Office of Personnel Management (OPM), the Key Executive Leadership Certificate is an eight course program designed to provide substantive knowledge and to increase leadership capacity. Each course is tied to the five Executive Core Qualifications for the Senior Executive Service as defined by the Office of Personnel Management. For more information about the Key Executive Leadership Certificate Program visit the program's [website](#) or read the program's [brochure](#).

*Courses:* For course descriptions, [click here](#).

*Dates:* For the 2013-2014 Fall Certificate Program Schedule, [click here](#).

*Location:* American University (Washington, DC)

*Cost:* \$18,200 per student

*Apply:* To apply for Spring 2013-Fall 2013 program, [click here](#)

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

The Leadership Development Program has two separate elements. One pertains to New Leaders, GS-13 or GS-14 who have not had formal leadership opportunities, and Experienced Leaders, long time GS-14 or GS-15 leaders who may or may 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 course descriptions and more information about this program, [click here](#).

#### **New Leader:**

*Dates:* Session 21: October 7-11 2013 & November 18-22, 2013

Session 22: January 13-17 2014 & February 10-14, 2014

*Location:* American University Watkins Building

*Cost:* \$3,000

*Register:* To register for this program, [click here](#).

**Experienced Leader:**

*Dates:* Session 14: July 26 – August 2, 2013 & September 23-27, 2013

Session 15: November 1-8, 2013 & December 9-13, 2013

*Location:* American University Watkins Building

*Cost:* \$3,000

*Register:* To register for this program, [click here](#).

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**Brookings Institution**

**Executive Leadership for America**

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. For more information about this program, [click here](#).

*Dates:* September 22-27, 2013

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

*Cost:* \$5,750

*Point of Contact:* Katherine Rowbotham Phone: 202.797.6166 Email: [krowbotham@brookings.edu](mailto:krowbotham@brookings.edu)

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**Inspiring Creativity in Organizations**

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. For information about this program, [click here](#).

*Dates:* October 23-24, 2013

*Location:* Brookings Institution (Washington DC)

*Cost:* \$1,895

*Point of Contact:* Alexis-Clair Roehrich Phone: 202.797.284 Email: [aroehrich@brookings.edu](mailto:aroehrich@brookings.edu)

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**Resilience in Leadership**

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. For more information about this program, [click here](#).

*Dates:* October 16-17, 2013

*Location:* Brookings Institution (Washington DC)

*Cost:* \$1,895

*Point of Contact:* Alexis-Clair Roehrich *Phone:* 202.797.284 *Email:* [aroehrich@brookings.edu](mailto:aroehrich@brookings.edu)

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#### **Strategic Thinking: Driving Long-Term Success**

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. For more information about and to register for this program, [click here](#).

*Dates:* October 22-23, 2013

*Location:* Brookings Institution (Washington DC)

*Cost:* \$1,895

*Point of Contact:* Alexis-Clair Roehrich *Phone:* 202.797.284 *Email:* [aroehrich@brookings.edu](mailto:aroehrich@brookings.edu)

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#### **Flexibility and Decisiveness**

In a complex global environment, leaders need to consider multiple perspectives simultaneously and avoid paralysis by analysis. In this new class, you will learn how to adapt and work effectively within dynamic change, to see possibilities that lead to breakthrough concepts, and to employ models of decision making appropriate to the situation at hand. For more information about the program, [click here](#).

*Dates:* September 11-12, 2013

*Location:* Brookings Institution (Washington DC)

*Cost:* \$1,895

*Point of Contact:* Alexis-Clair Roehrich *Phone:* 202.797.284 *Email:* [aroehrich@brookings.edu](mailto:aroehrich@brookings.edu)

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## **Vision and Leading 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 with 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. For more information about and to register for this program, [click here](#).

*Dates:* March 11-12, 2014

*Location:* Brookings Institution (Washington DC)

*Cost:* \$1,895

*Point of Contact:* Alexis-Clair Roehrich *Phone:* 202.797.284 *Email:* [aroehrich@brookings.edu](mailto:aroehrich@brookings.edu)

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## **Carnegie Mellon**

### **Leadership and Change Management in a Multicultural Context**

This four-day program offered by the Carnegie Bosch Institute integrates key approaches of Cross-Cultural and Change Management which, when combined, provide targeted concepts and applied tools to successfully bridge national cultural gaps, effectively maneuver the dynamics of organizational culture, and better align and engage people in change processes in increasingly globalized businesses. For more information, [click here](#).

*Dates:* November 18-21, 2013

*Location:* Carnegie Mellon University Pittsburgh, PA

*Cost:* \$5,200

*Contact Information:* 412-268-7812

## **Center for Creative Leadership**

### **Leadership at the Peak**

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. The Leadership at the Peak experience is driven by detailed, personal leadership assessments that tailor the program to the specific needs of each participant. The depth of feedback is often cited as the most valuable aspect of the program experience. The assessment process begins several weeks in advance and engages the participant as well as their boss, direct

reports and peers. To ensure participants have the optimum background to benefit from the program, admission is by application only. For more information about and to register for this program, [click here](#).

*Dates:* 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:* \$11,800

*Contact Information:* Phone: 1.336.545.2810 Email: [info@ccl.org](mailto:info@ccl.org)

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## **Colorado State University**

### **Short courses in organizational dynamics**

- **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)
- For more information about these courses, [click here](#).

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### **Short courses on 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)
- For more information about these courses, [click here](#).

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

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## **Dartmouth College**

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

The 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. For more information, [click here](#).

*Dates:* October 20-25, 2013 & June 22-27 2014

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

*Cost:* \$11,000

*Application:* [Click here to access the LSI application](#)

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

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

Leading Innovation: From Idea to Impact Program 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. Participants in *Leading Innovation* will learn how to address these challenges and successfully execute an innovation initiative. For more information, [click here](#).

*Dates:* October 27-November 1, 2013

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

*Cost:* \$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](#)

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

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#### **The Tuck Executive Program (TEP)**

The Tuck Executive Program (TEP) 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](#) at select business schools. Lasting just three weeks, TEP's tightly integrated design helps address the pressures of being away from office and home. For more information, [click here](#).

**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](#)

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

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## **Duke University**

### **Advanced Management Program**

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. For more information, [click here](#).

*Dates:* 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:* Email [execed-info@fuqua.duke.edu](mailto:execed-info@fuqua.duke.edu) Phone: 1 800.372.3932 or 1 919.660.8011

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### **Duke Leadership Program**

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. For more information, [click here](#).

*Dates:* 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:* Email [execed-info@fuqua.duke.edu](mailto:execed-info@fuqua.duke.edu) Phone: 1 800.372.3932 or 1 919.660.8011

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### **Managing the Unexpected**

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. 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. For more information, [click here](#).

*Dates:* October 20-23, 2013

*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:* Email [execed-info@fuqua.duke.edu](mailto:execed-info@fuqua.duke.edu) Phone: 1 800.372.3932 or 1 919.660.8011

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## **Emory University**

### **Managerial Leadership Program**

The *Managerial Leadership Program* focuses on raising the individual leadership capacity of participants, honing their abilities to affect organizational growth and transformation. Through a rigorous mix of leadership topics, individual assessments, experiential learning activities, and executive coaching, participants emerge with the tools needed to transform themselves into effective organizational leaders. For more information, [click here](#).

*Dates:* July 15-19, 2013

*Fees:* \$5,995

*Location:* Atlanta, GA

*Contact Information:* Phone: 404.727.2200 Email: [ExecutiveEducation@emory.edu](mailto:ExecutiveEducation@emory.edu)

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## **Georgetown University**

### **Leading Change in 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. For more information, [click here](#).

*Dates:* October 15-17, 2013

*Location:* Georgetown University campus, Washington, DC

*Cost:* \$3,825 USD

*Contact Number:* 202.687.4065

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## **George Washington University**

### **Senior Leader Program**

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. For more information, [click here](#).

*Date:* TBD

*Location:* Airlie Conference Center, Warrenton, VA

*Cost :* \$8600

*Contact Number:* 202-994-5390

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### **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. For more information, [click here](#).

*Date:* TBD

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

*Cost:* \$1850

*Contact Number:* 202-994-5390

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## **Georgia State University**

### **Certificate Program in Project Management**

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. For more information about this program, [click here](#).

*Dates:* October 15-18 2013; December 3-6, 2013

*Location:* Atlanta, Georgia

*Cost:* \$2,950 per person for non-profits

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

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#### **Certified Professional Innovator (CPI) Program**

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. For more information about this program, [click here](#).

*Dates:* TBD

*Location:* Atlanta, Georgia

*Cost:* \$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**

This certificate program is designed to help good leaders become great, and help great leaders learn new ways to bring out the brilliance in others.. 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. For more information about this program, [click here](#).

*Dates:* October 8-11, 2013

*Location:* Atlanta, Georgia

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

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

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#### **Values-Based Leadership Program**

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. For more information, [click here](#).

*Dates:* July 8-12, 2013

*Location:* Playas, New Mexico

*Costs:* \$11,500 per person for non-profits

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

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## **Harvard University**

### **Leaders in Development: Managing Change in a Dynamic World**

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. *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. For more information, [click here](#).

*Date:* June 2-13, 2014

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

*Cost:* \$10,250

*Application Deadline:* April 2, 2014

*Contact Information:* 617-496-0484

### **Leadership, Organizing and Action: Leading Change**

Leadership, Organizing and Action: Leading Change is an online opportunity to learn how to organize communities to mobilize their resources to create the power they need to make change. Effective organizing requires learning to identify, recruit, and develop leadership, build community around that leadership, and build power from the resources of that community. For more information, [click here](#).

*Date:* February 10-May 16, 2014

*Location:* Online

*Cost:* \$1,750

*Application Deadline:* April 2, 2014

*Contact Information:* 617-496-0484

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

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. For more information, [click here](#).

*Date:* May 4 – 9, 2014

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

*Cost:* \$6,900 (includes tuition, housing, curricular materials, and most meals)

*Application deadline:* March 4, 2014

*Contact Information:* 617-496-0484

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### **Strategic Management of Regulatory and Enforcement Agencies**

Strategic Management of Regulatory and Enforcement Agencies 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. 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. For information, [click here](#).

*Dates:* September 29 – October 4, 2013

March 30 – April 4, 2013

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

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

*Application deadline:* August 2, 2013

January 30, 2014

*Contact Information:* 617-496-0484

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### **Illinois Institute of Technology**



## **Business Innovation**

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. For more information, [click here](#).

*Dates:* August 19 – December 7, 2013

*Location:* IIT Main Campus, Chicago and ONLINE

*Cost:* \$2,450

*Contact Number:* 312.567.5280

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## **Louisiana State University**

### **Executive Development Program**

Our Executive Development Program 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. For more information, [click here](#).

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

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

*Costs:* \$6,895 USD Non-profit Rate

*Contact Information:* Phone: 225-578-5516 Email: [exed@lsu.edu](mailto:exed@lsu.edu)

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### **Rising Stars Program**

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, and provide educational and development opportunities that could lower employee attrition or turnover. For more information, [click here](#).

*Dates:* 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**

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, the psychology of leadership, and leading other. For more information about this program, [click here](#).

*Courses:* For course descriptions, [click here](#).

*Dates:* 2013 schedule, [click here](#).

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

*Cost:* \$3,350

*Apply:* To apply online, [click here](#).

*Contact Information:* 312-915-6761

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### **Mini-MBA Certificate Program**

The Loyola mini-MBA<sup>sm</sup> 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. During this 10-week program, expert faculty exposes participants to the key management levers that drive organizational success. For more information about this program, [click here](#).

*Courses:* For course descriptions, [click here](#).

*Dates:* 2013 schedule, [click here](#).

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

*Cost:* \$3,350

*Apply:* To apply online, [click here](#).

*Contact Information:* 312-915-6761

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## **Michigan State University**

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

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. For more information, [click here](#).

*Dates:* September 25-27, 2013 & October 29-30, 2013

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

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

\$3,495.00 – early bird registration

*Contact:* Kristin St. Marie; *Email* [stmarie@bus.msu.edu](mailto:stmarie@bus.msu.edu) *Phone* 517.353.9711 x71005 or 800.356.5705

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## **Thinking Strategically to Build a Sustainable Competitive Advantage**

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. For more information, [click here](#).

*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; *Email* [stmarie@bus.msu.edu](mailto:stmarie@bus.msu.edu) *Phone* 517.353.9711 x71005 or 800.356.5705

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

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. For more information, [click here](#).

*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; *Email* [stmarie@bus.msu.edu](mailto:stmarie@bus.msu.edu) *Phone* 517.353.9711 x71005 or 800.356.5705

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### **Process Mapping**

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. For more information, [click here](#).

*Dates:* October 23-24

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

*Cost:* \$995.00 – full tuition

*Contact:* Sally Vescolani; *Email* vescolani@bus.msu.edu; *Phone* 517.353.9711 x71002 or 800.356.5705

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### **Adaptive Leadership: Enhancing Individual and Team Performance**

No one leader can fulfill all roles of a leader 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.

*Dates:* TBD

*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 517.353.9711 x71005 or 800.356.5705

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

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. For more information, [click here](#).

*Dates:* October 13-18, 2013

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

*Cost:* \$5,900.00 – full tuition (includes materials, meals, assessments and certificate of completion)  
\$5,400.00 – early bird registration

*Contact:* Kristin St. Marie; *Email* [stmarie@bus.msu.edu](mailto:stmarie@bus.msu.edu); *Phone* 517.353.9711 x71005 or 800.356.5705

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## **MIT Sloan Business School**

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

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. For more information, [click here](#).

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

*Certificate Track:* [Technology, Operations, and Value Chain Management](#)

*Location:* Cambridge, Massachusetts

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

*Program Days* (for certificate credit): 2

*Contact:* [sloanexeced@mit.edu](mailto:sloanexeced@mit.edu)

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### **Transforming Your Leadership Strategy**

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 allow managers to succeed as leaders by being flexible and adaptive in new and unexpected ways. For more information, [click here](#).

*Dates:* Nov19-20, 2013

*Certificate Track:* [Management and Leadership](#)

*Location:* Cambridge, Massachusetts

*Tuition:* \$2,900 (excluding accommodations)  
*Program Days* (for certificate credit): 2  
*Contact:* [sloanexeced@mit.edu](mailto:sloanexeced@mit.edu)

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### **Creating High Velocity Organizations**

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. For more information, [click here](#).

*Dates:* Oct29-30, 2013  
*Certificate Track:* [Management and Leadership](#)  
*Location:* Cambridge, Massachusetts  
*Tuition:* \$2,900 (excluding accommodations)  
*Program Days* (for certificate credit): 2  
*Contact:* [sloanexeced@mit.edu](mailto:sloanexeced@mit.edu)

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### **Leading Change in Complex Organizations**

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. For more information, [click here](#).

*Dates:* May 18-23, 2014  
*Certificate Track:* [Management and Leadership](#)  
*Location:* Cambridge, Massachusetts  
*Tuition:* \$8,800 (excluding accommodations)  
*Program Days* (for certificate credit): 5  
*Contact:* [sloanexeced@mit.edu](mailto:sloanexeced@mit.edu)

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

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. For more information, [click here](#).

*Dates:* Oct 29-30, 2013

*Certificate Track:* [Strategy and Innovation](#)

*Location:* Cambridge, Massachusetts

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

*Contact:* [sloanexeced@mit.edu](mailto:sloanexeced@mit.edu)

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### **Developing a Leading Edge Operations Strategy**

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, and outsourcing, supplier power, and trends in supplier management. For more information, [click here](#).

*Dates:* Nov 05-06, 2013

*Certificate Track:* [Technology, Operation, and Value Chain Management](#)

*Location:* Cambridge, Massachusetts

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

*Contact:* [sloanexeced@mit.edu](mailto:sloanexeced@mit.edu)

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### **Dynamics of Globalization**

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. For more information, [click here](#).

*Dates:* TBD

*Certificate Track:* [Strategy and Innovation](#)

*Location:* Cambridge, Massachusetts

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

*Contact:* [sloanexeced@mit.edu](mailto:sloanexeced@mit.edu)

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

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. For more information, [click here](#).

*Dates:* TBD

*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**

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. For more information, [click here](#).

*Dates:* Nov 21-22, 2013 | Mar 18-19, 2014|

*Certificate Track:* [Management and Leadership](#)

*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**

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. For more information, [click here](#).

*Dates:* Oct 17-18, 2013

*Certificate Track:* [Strategy and Innovation](#)

*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**

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. For more information, [click here](#).

*Dates:* Oct 24-25, 2013

*Certificate Track:* [Strategy and Innovation](#)

*Location:* Cambridge, Massachusetts

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

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

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## **New York University**

### **Breakthrough Strategic Thinking**

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 as-

sumptions that have become embedded in an organization, where those assumptions should be challenged and what kinds of transformation may be possible. For more information, [click here](#).

*Dates:* October 7-9, 2013

*Cost:* \$4,200

*Contact Number:* (212) 998-0789

### [Table of Contents](#)

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

This program is intended for organizations and institutions, executives and entrepreneurs who wish to re-think 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. For more information, [click here](#).

*Dates:* November 18 - 19, 2013

*Cost:* \$2,800

*Contact Number:* (212) 998-0789

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## **Northwestern University**

### **Creating and Leading a Culture of Innovation**

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 services, entering new markets, or rethinking established processes. For more information, [click here](#).

*Dates:* 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**

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. For more information, [click here](#).

*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**

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. For more information, [click here](#).

*Dates:* TBD

*Application Deadline:* TBD

*Location: Evanston, IL*

*Costs:* \$950.00

*Contact Number:* 847.467.0866

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#### **Strategic Leadership**

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. For more information, [click here](#).

*Dates:* October 21-22, 2013

*Application Deadline:* October 18

*Location: Evanston, IL*

*Fees:* \$950

*Contact Number:* 847.467.0866

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### **Winning Strategies**

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. For more information, [click here](#).

*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**

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. For more information, [click here](#).

*Dates:* 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**

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. For more information, [click here](#).

*Dates and Location:* Online

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

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

### [Table of Contents](#)

## **Office of Personnel Management**

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

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. For more information, [click here](#).

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**

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. For more information, [click here](#).

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**

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. For more information, [click here](#).

*Dates:* Upcoming sessions of this class will be scheduled in 2013.

*Contact:* 888-676-9632

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## **Crisis Leadership Workshop**

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. [click here](#).

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**

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. For more information, [click here](#).

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**

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. For more information, [click here](#).

*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**

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. For more information, [click here](#).

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**

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. For more information, [click here](#).

*Dates:* 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**

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. For more information, [click here](#).

*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**

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 consists of 6 courses with two in-class sessions at 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. For more information, [click here](#).

*Program Dates:* 6 Courses

The Professional in Emergency Management: September 20-21, 2013 and December 6-7, 2013

Emergency Program Management: September 22-23, 2013 and December 8-9, 2013

Understanding Community Expectations: January 3-4, 2014 and March 7-8, 2014

Earth Sciences for Emergency Managers: January 5-6, 2014 and March 9-10, 2014

Building Situational Awareness: April 4-5, 2014 and June 6 – 7, 2014

Crisis Communication and Disasters: April 6-7, 2014 and June 8-9 2014

*(Application Deadline:* Rolling deadlines prior to each course. Contact for information.

*Cost:* \$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)

*Cost:* TBD

*Contact:* Marcy Newton, Program Coordinator, [marcy.newton@pdx.edu](mailto:marcy.newton@pdx.edu), (503) 725-5165

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## **Executive Seminar Program for Natural Resources**

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. 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. For more information, [click here](#).

*Dates:* TBD

*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](mailto:hanolsy@pdx.edu), (503) 725-5114

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### **National Policy Process Seminar**

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. For more information, [click here](#).

*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 Resources Policy, Values and Economics**

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. For more information, [click here](#).

*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

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. For more information, [click here](#).

*Program Dates: Scheduled per Request For Your Group*

*Application Deadline: N/A*

*Cost: \$15,995 USD (teams up to 12 people - Includes 6 hours of group coaching to anchor & deepen the learning.)*

*Cost: \$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

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. For more information, [click here](#).

*Dates: September 18-20, November date TBD*

*(Can also be scheduled on request for private groups).*

*Application Deadline: Sold on Space Available*

*Location: September – Wisconsin; November – Minnesota*

*Cost: \$4997 per person (group rates available)*

*Contact Number: 847-398-9331*

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## Radical Leadership II – Signature Series Retreat Intensive

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! For more information, [click here](#).

*Dates:* October 21-23, 2013

*(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#)

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.

*Program Dates:* Scheduled per Request For Your Group

*Cost:* \$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**

**Executive Leadership Certificate**

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. The program requires 15 credit hours. For more information, [click here](#).

*Courses:* For course descriptions, [click here](#).

*Dates:* For the Spring 2013 - Spring 2014 schedule, [click here](#).

*Location:* Online or in classroom

*Cost:* \$690/ per credit hour

*Apply:* To apply online [click here](#)

*Contact Number:* 800-944-7667

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## **Executive Project Management Certificate**

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. For more information, [click here](#).

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](#)

*Courses:* For course descriptions, [click here](#).

*Dates:* For the Spring 2013 - Spring 2014 schedule, [click here](#).

*Location:* Online or in classroom

*Cost:* \$690/ per credit

*Apply:* To apply online [click here](#)

*Contact Number:* 800-944-7667

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## **Strategic Human Resource Integration**

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. For more information, [click here](#).

*Courses:* For course descriptions, [click here](#).

*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](#)

*Contact Number:* 800-944-7667

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## **Rice University**

### **Essentials of Leadership**

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 fo-

cuses 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. For more information, [click here](#).

*Dates:* August 6-7, 2013 & January 21 –22, 2014

*Location:* Houston, TX

*Costs:* \$2,500 USD

*Contact Number:* 713.348.6060

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#### **Leader as Coach**

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. For more information, [click here](#).

*Dates:* August 28-29, 2013 & February 4-5, 2014

*Location:* Houston, TX

*Costs:* \$2,500 USD

*Contact Number:* 713.348.6060

### [Table of Contents](#)

#### **Leading Change**

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. For more information, [click here](#).

*Dates:* October 16-17, 2013 & March 18-19, 2014

*Location:* Houston, TX

*Costs:* \$2,500 USD

*Contact Number:* 713.348.6060

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#### **Thinking Strategically**

Different than building a strategy, strategic thinking balances tactical planning with awareness of market trends and desired future capabilities against competitors. Participants will sift through data to identify critical information, recognize key resources and decision points, and adjust mental simulations to continually assess direction and opportunity. For more information, [click here](#).

*Dates:* November 5-6, 2013 & April 1 -2, 2014

*Location:* Houston, TX

*Costs:* \$2,500 USD

*Contact Number:* 713.348.6060

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## **Strategic Decision Making and Critical Reasoning**

“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. For more information, [click here](#).

*Dates:* Septemeber 24-25, 2013 & March 18-19, 2014

*Location:* Houston, TX

*Costs:* \$2,500 USD

*Contact Number:* 713.348.6060

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## **Rollins College**

### **Creative Strategy Development and Execution**

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. For more information, [click here](#).

*Date:* TBD

*Location:* Rollins College, Winter Park, FL

*Fee:* \$375 per person

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## **Rosemont College Online**

## **Certificate in Leadership Program**

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. For more information, [click here](#).

*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](#)

*Contact:* 640-526-2966

### **[Table of Contents](#)**

## **Rutgers University**

### **Building Your Business Case**

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. For more information, [click here](#).

*Dates:* November 6-7, 2013

*Location:* Princeton, NJ

*Cost:* \$1,850 (includes instruction, materials, continental breakfast, lunch, and refreshments)

*Contact Information:* Phone 856.225.6685 or Email [execed@camden.rutgers.edu](mailto:execed@camden.rutgers.edu)

### **[Table of Contents](#)**

### **Surviving and Thriving in a Changing Environment**

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. For more information, [click here](#).

*Dates:* June 12, 2013

*Location:* South Jersey



*Costs:* \$795 (Includes instruction, materials, continental breakfast, lunch, refreshments and parking.)

*Contact Information:* Phone 856.225.6685 or Email [execed@camden.rutgers.edu](mailto:execed@camden.rutgers.edu)

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## **7.5 Key Strategies for Effective 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. For more information, [click here](#).

*Dates:* September 24 and 25, 2013

*Location:* Mt. Laurel, NJ

*Costs:* \$1,850 (Includes instruction, materials, continental breakfast, lunch, and refreshments)

*Contact Information:* Phone 856.225.6685 or Email [execed@camden.rutgers.edu](mailto:execed@camden.rutgers.edu)

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## **Seton Hall University**

### **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. For more information, [click here](#).

*Courses:* For course descriptions, [click here](#).

*Dates:* Jan 2013, May 2013 or Sept 2013

*Location:* Seton Hall University (New Jersey)

*Costs:* \$1,033 per credit

*Apply:* To apply online, [Apply](#) here.

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## **St. Joseph's University**

### **Organization Dynamics and Leadership**

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 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.

*Courses online:* For the online program [click here](#).

*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 [click here](#).

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## **Seattle University**

### **The Executive Leadership Program**

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. For more information, [click here](#).

*Program Dates:* TBD

*Cost:* \$13,600 per quarter \*subject to change

*Contact Number:* 206.296.2529

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### **Leading with Dignity: Advanced Development**

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. For more information, [click here](#).

*Dates:* TBD

*Location:* Seattle University

*Cost:* \*\$3,900 plus accommodations \*Cost

*Contact Number:* (206) 296-2529

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### **Skillsoft: eLearning and Performance Support Solutions**

[Skillsoft](#) is a pioneer in the field of learning with a long history of innovation. Skillsoft provides cloud based learning solutions for its customers worldwide, ranging from global enterprises, government, and education to mid-sized and small businesses. Skillsoft's customer support teams draw on a wealth of in-house experience and a comprehensive learning e-library to develop off-the-shelf and custom learning programs tailored to cost-effectively meet customer needs. Skillsoft's courses, books and videos have been developed by industry leading learning experts to ensure that they maximize business skills, performance, and talent development.

[Skillsoft](#) maintains mappings for a variety of competency models. These mappings help to direct the individual learner to specific Skillsoft learning assets that are directly aligned with the particular subject area and training requirements. Nearly 500 hours of e-learning assets, 1,000 online books and book summaries, and 200 videos are aligned to the OPM Guide to Senior Executive Service Qualifications (ECQ's).

### **Skillsoft OPM-ECQ Leading Change**

#### *Content Summary:*

	Courses & Simulations		Books	Videos
	Hours	Assets		
<b>ECQ #1-LEADING CHANGE</b>	<b>86.9</b>	<b>104</b>	<b>219</b>	<b>53</b>
Creativity and Innovation	11.8	14	54	16
External Awareness	13.3	16	33	7
Flexibility	12.4	13	36	4
Resilience	29.1	34	24	9
Service Motivation	<i>No Specific Assets Currently Aligned</i>			
Strategic Thinking	13	18	36	12
Vision	7.3	9	36	5

[Click here](#) for a complete list of assets and descriptions specific to each ECQ competency.

*Dates:* Available 24x7x365

*Location:* Web-enabled content available with internet connectivity

*Cost:* Most US Federal agencies are currently licensed for a range of Skillsoft learning assets that can support Leadership Development initiatives. Please contact your organization's Training Administrator for specific information and access.

More Information: [click here.](#)

[Click here](#) for resources related to OPM's Federal Supervisory Training

Email [LeadershipTraining@Skillsoft.com](mailto:LeadershipTraining@Skillsoft.com) for additional guidance.

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### **Southern Methodist University**

#### **Certificate 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 multi-generational 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. For more information, [click here.](#)

*Program Dates:* September 10<sup>th</sup> - November 12

*Program Location:* Dallas, TX

*Cost:* \$3,695

*Contact Number:* 214-768-3335

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#### **Global Enterprise Leadership in the Energy Industry**

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. For more information, [click here.](#)

*Program Dates:* TBD

*Program Location:* Dallas, TX

*Cost:* \$5,995

*Contact Number:* 214-768-3335

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#### **Strategic Leadership Skills in the Oil and Gas Industry**

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. For more information, [click here](#).

*Program Dates:* September 23-27

*Program Location:* Dallas, TX

*Cost:* \$6,750

*Contact Number:* 214-768-3335

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## **Stanford University**

### **Stanford Executive Program**

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. For more information, [click here](#).

*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

### [Table of Contents](#)

### **Executive Leadership Development: Analysis to Action**

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. For more information, [click here](#).

*Program Dates:* January 12 – 24 and April 13 – 18, 2014 (this is a two-module program)

*Application Deadline:* November 18, 2013

*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**

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. For more information, [click here](#).

*Program Dates: May 4- 9, 2014*  
*Application Deadline: April 4, 2013*  
*Location: Stanford University*  
*Cost: \$11,000 USD*  
*Contact Number: 650.723.3341*

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#### **Executive Program in Strategy and Organization**

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. For more information, [click here](#).

*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.

*Program Dates:* November 3-8, 2013

*Application Deadline:* October 7, 2013

*Location:* Stanford University

*Cost:* \$14,000

*Contact Number:* 650.723.3341

### [Table of Contents](#)

## **The Ken Blanchard Companies** (Private Industry Provider)

### **Leading People Through Change<sup>®</sup>**

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. For more information, [click here](#).

*Program Dates:* September 23-24, 2013

*Cost:* \$1,695.00 USD

*Location:* San Diego

*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**

This five-day program 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. For more information, [click here](#).

*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**

### **Walton Emerging Leaders Program**

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. For more information, [click here](#).

*Courses:* For course descriptions, [click here](#)

*Dates:* September 18-20, October 16-18, & November 20-22, 2013

*Location:* University of Arkansas (Fayetteville, AR)

*Cost:* \$5,500

*Register:* For registration information, please visit our [website](#)

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### **Managerial Leadership**

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. For more information, [click here](#).

*Courses:* For course descriptions, [click here](#)

*Dates:* TBD

*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](#)

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## **University of Buffalo**

### **Supervisory Skills**

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. For more information, [click here](#).

*Dates:* TBD

*Application Deadline:* One week prior to program start

*Costs:* \$895.00 USD

*Contact Number:* 716-645-3200

### **[Table of Contents](#)**

## **University of California Berkeley**

### **Certificate Program in Leadership and Management**

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. For more information, [click here](#).

*Courses:* For course descriptions, click the above link and then click on individual course titles in the grid under “Courses.”

*Dates:* TBD

*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 \$5,095 (not including course materials). Course fees are subject to change.

*Apply:* To register for the program, [click here](#).

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### **CSR 3.0: Leveraging Sustainability for Strategic Advantage**

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. For more information, [click here](#).

*Dates:* TBD

*Location:* UC Berkeley Campus

*Fee:* \$2,800

*Contact Information:* 1.510.642.9167 or [susac@haas.berkeley.edu](mailto:susac@haas.berkeley.edu)

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## **Executive Program in Innovation**

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. For more information, [click here](#).

*Dates:* November 18 – November 22, 2013

*Location:* UC Berkeley Campus

*Fee:* \$7,900

### [Table of Contents](#)

## **Leadership, Influence and Power in Organizations**

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. For more information, [click here](#).

*Dates:* TBD

*Location:* San Francisco, CA

*Cost:* \$750

*Contact Number:* 510-642-4231

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## **Moving On Up: Women and Leadership**

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. For more information, [click here](#).

*Dates:* TBD

*Location:* Berkeley, CA

*Cost:* \$625

*Contact Number:* 510-642-4231

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#### **Optimal Performance on the Job: Achieving Work-Life Integration**

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. For information, [click here](#).

*Dates:* July 19, 2012

*Application Deadline:* July 8th

*Location:* Berkeley, CA

*Cost:* \$295

*Contact Number:* 510-642-4231

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#### **Optimizing Team Leadership: An Intensive Practice Lab**

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 speed results. For more information, [click here](#).

*Dates:* TBD

*Location:* San Francisco, CA

*Cost:* \$695

*Contact Number:* 510-642-4231

[Table of Contents](#)**Organization and Management**

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. For more information, [click here](#).

*Dates:* Saturdays, July 27 – August 24th

*Location:* San Francisco, CA

*Cost:* \$750

*Contact Number:* 510-642-4231

[Table of Contents](#)**Strategic Management for Executives**

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. For more information, [click here](#).

*Dates:* TBD

*Location:* Belmont, CA

*Cost:* TBD

*Contact Number:* 510-642-4231

[Table of Contents](#)**University of California Los Angeles****Mergers & Acquisitions**

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. For more information, [click here](#).

*Dates:* Spring 2014

*Location:* Los Angeles, CA

*Cost:* \$6,250

*Contact Number:* (310) 825-2001

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## **LGBT Leadership Institute**

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. For more information, [click here](#).

*Dates:* May 2014

*Location:* Los Angeles, CA

*Cost:* \$5,950

*Contact Number:* (310) 825-2001

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## **African American Leadership Institute**

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. For more information, [click here](#).

*Dates:* TBD

*Location:* Los Angeles, CA

*Cost:* \$5,950

*Contact Number:* (310) 825-2001

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## **Director Education and Certification**

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. For more information, [click here](#).

*Dates:* October 14-16, 2013

*Location:* Los Angeles, CA

*Cost:* \$6,250

*Contact Number:* (310) 825-2001

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## **Executive Program**

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. [click here](#).

*Dates:* September 21, 2013 – February 10, 2014

(Encompasses several dates—for specific dates [click here](#))

*Location:* Los Angeles, CA

*Cost:* \$16,995

*Contact Number:* (310) 825-2001

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## **Women's Leadership Institute**

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. For more information, [click here](#).

*Dates:* Click on link for dates: <http://www.anderson.ucla.edu/x27611.xml>

*Location:* Los Angeles, CA

*Cost:* \$5,950

*Contact Number:* (310) 825-2001

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## **Leadership Institute for Managers with Disabilities**

Your entire 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. For more information, [click here](#).

*Dates:* Click on link for dates: <http://www.anderson.ucla.edu/x27613.xml>

*Location:* Los Angeles, CA

*Cost:* \$5,950

*Contact Number:* (310) 825-2001

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## **Advanced Program in Human Resource Management**

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. For more information, [click here](#).

*Dates:* Spring 2014

*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. For more information, [click here](#).

*Dates:* November 4-8, 2013

*Location:* Los Angeles, CA

*Cost:* \$6,495

**Contact Number:** (310) 825-2001

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## **University of California San Diego**

### **Leadership Assessment**

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. For more information, [click here](#).

### **Custom Programs**

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 is drawn from both within and outside the UC family, giving us access to the best practicum available. For more information, [click here](#).

*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

*Contact Information:* (858) 822-6004

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### **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. For more information, [click here](#).

*Date:* October 18, 2013

*Location:* San Diego

*Fees:* \$325

*Contact Information:* [radyexecdev@ucsd.edu](mailto:radyexecdev@ucsd.edu) or (858) 822-6004

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## **Creating a Culture of 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. For more information, [click here](#).

*Date:* October 18, 2013

*Location:* San Diego

*Fees:* \$325

*Contact Information:* [radyexecdev@ucsd.edu](mailto:radyexecdev@ucsd.edu) or (858) 822-6004

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## **University of Chicago**

### **The Advanced Strategy: Building and Implementing Growth Strategies**

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. For more information, [click here](#).

*Dates:* October 28 – November 1, 2013

*Location:* Chicago campus

*Cost:* \$8,675

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## **Executive Program in Corporate Strategy**

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. For more information, [click here](#).

*Dates:* October 7 – 11, 2013

*Location:* Chicago campus

*Cost:* \$8,675

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## **Leading and Implementing Change and Innovation**

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. For more information, [click here](#).

*Dates:* October 21-25, 2013

*Location:* Chicago campus

*Cost:* \$8,675

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## **Strategic Business Leadership: Engagement, Performance and Execution**

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. For more information, [click here](#).

*Dates:* November 11-15, 2013

*Location:* Chicago campus

*Cost:* \$8,675

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## **Executive Development Program: The Transition to General Management**

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. For more information, [click here](#).

*Dates:* September 9 – 20, 2013

*Location:* Chicago campus

*Cost:* \$22,400

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## **Essentials of Effective Management: The Psychology of Management**

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. For more information, [click here](#).

*Dates:* September 16 – 20, 2013; December 9-13, 2013

*Location:* Chicago campus

*Fee:* \$8,675

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## **Chicago Management Institute**

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. For more information, [click here](#).

*Dates:* January 10 – June 27, 2014

*Location:* Chicago campus

*Fee:* \$21,500

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## **University of Maryland**

### **Strategies for Managing Innovation**

Strategic Management of Innovation requires business leaders to skillfully navigate a dynamic external environment while leveraging and reconfiguring core capabilities for a sustained competitive advantage. This module will consist of interconnected sessions that link macro technology and industry trends and organizational capabilities to the creation (and redefinition) of an innovation strategy, and the management of critical talent. Each session integrates hands-on exercises, discussion and presentations that highlight real-world situations. For more information, [click here](#).

*Dates:* TBD

*Location:* Ronald Regan Building and International Trade Center, Washington D.C

*Costs:* TBD

*Contact Number:* 301.314.1450

### [Table of Contents](#)

## **University of Miami**

### **Lean Six Sigma Green Belt Certification Program**

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. For more information, [click here](#).

*Dates:* August 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**

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. For more information, [click here](#).

*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**

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 a game plan for moving their organization forward. For more information, [click here](#).

*Date:* TBD

*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**

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. For more information, [click here](#).

*Dates:* October 6-18, 2013

*Fees:* \$16,000

*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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## **Business and Human Resources: Leading HR and Your Organization into the Future**

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. For more information, [click here](#).

*Dates:* October 28 – November 1, 2013

*Fees:* \$5,750

*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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## **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. For more information, [click here](#).

*Dates:* September 30-October 2, 2013

*Fees:* \$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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## **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. For more information, [click here](#).

*Dates:* November 4-6, 2013

*Fees:* \$3,850

*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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## **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. For more information, [click here](#).

*Dates:* TBD

*Fees:* \$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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## **Strategic Innovation for the New Business Environment**

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. For more information, [click here](#).

*Dates:* TBD

*Fees:* \$3,850

*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 Northern Iowa**

### **Leadership Development Certificate Program**

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. For more information, [click here](#).

*Dates:* TBD

*Fees:* \$3,150. Price for non-profit organization is \$2,150.

Contact Number: 319-273-5851 or [execdev@uni.edu](mailto:execdev@uni.edu)

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## **Management Excellence Certificate Program**

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. For more information, [click here](#).

*Dates:* TBD

*Fee:* \$2,998. Price for non-profit organization is \$1,998.

*Contact Number:* 319-273-5851 or [execdev@uni.edu](mailto:execdev@uni.edu)

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## **University of Pittsburgh**

### **Management Essentials**

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](#) or at our location in Pittsburgh. For more information, [click here](#).

*Program Dates:* TBD

*Cost:* \$3,050 USD

*Contact Number:* 412.648.1607

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## **Certificate in Influential Leadership and Presentation**

The Certificate in Influential Leadership and Presentation consists of two courses, Cross-Organizational Influence and Making Influential Presentations. Cross-Organizational Influence teaches individuals how to strengthen their ability to advance ideas, influence effectively and accomplish important objectives



while working in a complex environment. Making Influential Presentations teaches individuals how to effectively present to executives, decision makers and people of influence. You can take one or both courses. However, to receive the certificate, both courses will need to be completed. For more information, [click here](#).

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## **University of Richmond**

### **Leadership Boot Camp I**

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. For more information, [click here](#).

*Date:* October 9 October 11, 2013

*Fees:* \$1595

*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 Wal-Mart**

Corporate Sustainability Strategy and Implementation: Lessons from Wal-Mart delivers a wide range of opportunities for sustainability drawing from Moore School research into seven major sustainability initiatives executed by Wal-Mart. 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. For more information, [click here](#).

*Program Dates:* TBD

*Cost:* \$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**

Critical Thinking: Insights for Strategic Thinking and Analysis 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. For more information, [click here](#).

*Program Dates:* November 5-7, 2013

*Cost:* \$1350/participant (\$1050/participant for two or more)

*Contact Number:* 803.777.2231 or 800.393.2362

### [Table of Contents](#)

## **Leadership for Women: Strategies for High Potential Success**

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. For more information, [click here](#).

*Program Dates:* Oct 3-4, 2013

*Cost:* \$1350/participant (\$1050/participant for two or more)

*Contact Number:* 803 777-4443 or 800.393.2362

### [Table of Contents](#)

## **Speaking with Confidence: Delivering Effective Presentations**

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. For more information, [click here](#).

*Program Dates:* April 9-10, 2013

*Cost:* \$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**

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. For more information, [click here](#).

*Date:* September 15-17, 2013 & January 22-23, 2014

*Location:* The University of Texas at Austin

*Cost:* \$2,450 (Individual Course); \$13,800 - [Project Management Certificate](#) (includes materials, lunches and breaks.)

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## **Leading Change**

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. For more information, [click here](#).

*Dates:* October 30-31, 2013 & February 19-20, 2014

*Location:* AT&T Executive Education and Conference Center

*Cost:* \$2,450 (Individual Course); \$13,800 - [Institute for Managerial Leadership](#) Certificate (includes materials, lunches and breaks.)

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## **Strategic Management**

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. For more information, [click here](#).

*Date:* October 3-4

*Location:* AT&T Executive Education and Conference Center

*Cost:* \$2,450 (Individual Course); \$13,800 - [Institute for Managerial Leadership](#) Certificate (includes materials, lunches and breaks.)

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## **University of Utah**

### **Leadership Development Program**

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 effec-

tively, improve your abilities to tie functional areas together in order to grow revenue, and create learning networks to promote business opportunities. For more information, [click here](#).

*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](mailto:execjc@business.utah.edu)

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## **University of Virginia**

### **Developing Leadership Capability in the Corporate Aviation Function**

*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. For more information, [click here](#).

*Dates:* October 1-4, 2013

*Fee:* \$8,550 per person.

*Contact Information:* Phone +1 877.833.3974 Email: [Darden\\_Exed@darden.virginia.edu](mailto:Darden_Exed@darden.virginia.edu)

### [Table of Contents](#)

### **Growing Great Managers: The Core Essentials**

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. For more information, [click here](#).

*Dates:* TBD

*Fee:* \$6,750 per person.

*Contact Information:* Phone +1 877.833.3974 Email: [Darden\\_Exed@darden.virginia.edu](mailto:Darden_Exed@darden.virginia.edu)

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## Managing Individual and Organizational 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. For more information, [click here](#).

*Dates:* September 7-20, 2013

*Fee:* \$7,750 per person.

*Contact Information:* Phone +1 877.833.3974 Email: [Darden\\_Exed@arden.virginia.edu](mailto:Darden_Exed@arden.virginia.edu)

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## True Leadership: Leading With Meaning

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. For more information, [click here](#).

*Dates:* November 4-8, 2013

*Fee:* \$7,750 per person.

*Contact Information:* Phone +1 877.833.3974 Email: [Darden\\_Exed@arden.virginia.edu](mailto:Darden_Exed@arden.virginia.edu)

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## 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! For more information, [click here](#).

*Dates:* October 7-11, 2013

*Fee:* \$7,700 per person.

*Contact Information:* Phone +1 877.833.3974 Email: [Darden\\_Exed@arden.virginia.edu](mailto:Darden_Exed@arden.virginia.edu)

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## **University of Washington**

### **Executive Development Program**

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. For more information, [click here](#).

*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**

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. For more information, [click here](#).

*Dates:* November 13-15

*Location:* UW campus

*Fee:* \$3,300

*Contact:* 206-543-8560

#### **[Table of Contents](#)**

## **University of Wisconsin - Madison**

### **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! For more information, [click here](#).

*Program Dates: September 9-11, 2013; December 2-4, 2013*

*Cost: \$1,895 USD*

*Contact Number: 608-441-7357*

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**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. For more information, [click here](#).

*Program Dates: October 28-November 1, 2013*

*Cost: \$4,500 USD*

*Contact Number: 608-441-7357*

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**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. For more information, [click here](#).

*Program Dates: August 26-28, 2013*

*Cost: \$1,895 USD*

*Contact Number: 608-441-7357*

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**Vanderbilt University**

**Leading Change**

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. For more information, [click here](#).

*Upcoming Dates: December 2-3, 2013*

*Location: Owen Graduate School of Management*

*Cost: \$1,980*

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### **Executive Leadership**

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. For more information, [click here](#).

*Upcoming Dates:* 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**

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. For more information, [click here](#).

*Upcoming Dates:* TBD

*Location:* Vanderbilt Owen Graduate School of Management - Nashville, TN

*Cost:* \$1,980

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## **Washburn University**

### **Expanding Your Leadership Capacity**

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. For more information, [click here](#).

*Dates:* TBD

*Location:* Washburn University

*Cost:* \$925



[Table of Contents](#)**Lean Six Sigma: Yellow Belt**

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. For more information, [click here](#).

*Dates:* TBD

*Location:* Washburn University

*Fee:* \$730

[Table of Contents](#)**Lean Six Sigma: Green Belt**

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. For more information, [click here](#).

Dates: TBD

Location: Washburn University

Cost: \$3100

[Table of Contents](#)**Washington University in St. Louis****Creativity Leading to Breakthrough Performance**

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. For more information, [click here](#).

*Date:* December 5, 2013

*Location:* St. Louis - Charles F. Knight Executive Education Center

*Cost:* \$750

*Contact number:* (314) 935-9494

### [Table of Contents](#)

## **Critical Thinking**

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. For more information, [click here](#).

*Dates:* TBD

*Location:* St. Louis - Charles F. Knight Executive Education Center

*Cost:* \$1,500

*Contact Number:* (314) 935-9494

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## **Global Leadership**

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. For more information, [click here](#).

*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**

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. For more information, [click here](#).

*Dates:* TBD

*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**

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. For more information, [click here](#).

*Dates:* July 17, 2013

*Location:* St. Louis - Charles F. Knight Executive Education Center

*Cost:* \$750

*Contact Number:* (314) 935-9494

### [Table of Contents](#)

## **Leadership for High Performance Certificate**

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. For more information, [click here](#).

*Dates:* TBD

*Location:* St. Louis - Charles F. Knight Executive Education Center

*Cost:* \$6000

*Contact Number:* (314) 935-7583

### [Table of Contents](#)

## Leading Through Influence

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. For more information, [click here](#).

*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

### [Table of Contents](#)

## Managing Your Career: How to Thrive in a Dynamic Environment

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. For more information, [click here](#).

*Dates:* TBD

*Location:* St. Louis - Charles F. Knight Executive Education Center

*Cost:* \$750

*Contact Number:* (314) 935-9494

### [Table of Contents](#)

## Women's Leadership Certificate

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. For more information, [click here](#).

*Dates: Six one-day sessions:* November 14, 2013; December 17, 2013; January 30, 2014; February 6, 2014; March 6, 2014; April 24, 2014

*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**

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. For more information, [click here](#).

*Program Date:* November 11 – 14, 2013

*Cost:* \$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**

*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. For more information, [click here](#).

*Program Date:* September 15-20, 2013

*Cost:* \$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**

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. For more information, [click here](#).

*Program Date: October 14-18, 2013*

*Cost: \$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**

*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. For more information, [click here](#).

*Program Date: December 3-6, 2013*

*Cost: \$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**

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. For more information, [click here](#).

*Program Date: November 11-14, 2013*

*Cost: \$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**

*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. For more information, [click here](#).

Program Date: TBD

Cost: \$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**

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. For more information, [click here](#).

Dates: 6 non-consecutive days, October 14, 15, 21, 22, 29 and November, 4, 2013

Location: Radisson Hotel, Chelmsford, MA

Costs: \$4,770

Contact Information: Phone 508.831.5517 or Email at [cpe@wpi.edu](mailto:cpe@wpi.edu)

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#### **Xavier University**

##### **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. For more information, [click here](#).

*Dates:* November 20, 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**

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. For more information, [click here](#).

*Dates:* October 23, 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**

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. For more information, [click here](#).

*Dates:* September 10 – October 8, 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**

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 partici-



pants to experiment, build upon past learning, and apply flexible leadership concepts to specific situations and challenges. For more information, [click here](#).

*Dates:* November 07, 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**

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. For more information, [click here](#).

*Dates:* November 14, 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.

### **Bradley University**

#### **Building Leaders**

Participants will complete a battery of [leadership assessments](#), including 360-degree feedback. [Individual Coaching](#) is offered to each participant and will take place after the program. For more information, [click here](#).

*Dates:* October 23-25, 2013

*Location:* Peoria NEXT Innovation Center, Peoria, IL

*Fee:* Early Bird Registration Fee- \$1,950 Regular- \$2,150

Contact: Toll-Free: 888-409-4740 or 309-677-4420

### **Maximizing Your Leadership Potential**

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. For more information about this program, [click here](#).

*Dates:* September 11-13, 2013; December 4-6, 2013

*Location:* Chicago Summit Executive Centre, Chicago, IL

*Fee:* \$4,100

*Contact:* Toll-Free: 888-409-4740 or 309-677-4420

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## **BRODY Professional Development (BRODY)**

### **Move from Conflict to Collaboration**

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. For more information, [click here](#).

*Dates:* All Dates TBD by participant

*Location:* TBD

*Deadline:* December 31, 2013

*Cost:* \$4,950 plus reasonable trainer travel

*Registration:* Online Registration not available for this course, please see contact # below

*Point of Contact:* Tina

*Phone:* 215-908-4601 or 215-886-1688

*Email:* [tina@brodypro.com](mailto:tina@brodypro.com)

#### [Table of Contents](#)

### **Coach with Courage, Clarity, and Conviction**

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. For more information, [click here](#).

*Dates:* All Dates TBD by participant  
*Location:* TBD  
*Deadline:* December 31, 2013  
*Cost:* \$5,000 - \$6,000 see below  
*Registration:* Online Registration not available for this course, please see contact # below  
*Point of Contact:* Tina  
*Phone:* 215-908-4601 or 215-886-1688  
*Email:* [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**

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. For more information, [click here.](#)

*Dates:* All Dates TBD by participant  
*Location:* TBD  
*Deadline:* December 31, 2013  
*Cost:* \$4,950 plus reasonable trainer travel  
*Registration:* Online Registration not available for this course, please see contact # below  
*Point of Contact:* Tina  
*Phone:* 215-908-4601 or 215-886-1688  
*Email:* [tina@brodypro.com](mailto:tina@brodypro.com)

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**Understanding Behavioral Styles**

The ability to collaborate with, influence or persuade others depends largely on how well we can see their perspective and adapts our approach accordingly. We must be able to identify the strengths and challenges of differing behavior styles. This BRODY workshop gives participants a unique opportunity to gain insight into their own dominant style, and how they click or clash with other styles. For more information, [click here.](#)

*Dates:* All Dates TBD by participant  
*Location:* TBD  
*Deadline:* December 31, 2013  
*Cost:* \$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

*Point of Contact:* Tina  
*Phone:* 215-908-4601 or 215-886-1688  
*Email:* [tina@brodypro.com](mailto:tina@brodypro.com)

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#### **Bridging the Generational Gap**

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. For more information, [click here](#).

*Dates:* All Dates TBD by participant  
*Location:* TBD  
*Deadline:* December 31, 2013  
*Cost:* \$4,950 plus reasonable trainer travel  
*Registration:* Online Registration not available for this course, please see contact # below  
*Point of Contact:* Tina  
*Phone:* 215-908-4601 or 215-886-1688  
*Email:* [tina@brodypro.com](mailto:tina@brodypro.com)

### **[Table of Contents](#)**

#### **Leadership Presence: Inspire Trust, Confidence and Credibility**

This highly interactive program will teach you how to harness your own communication style to connect with colleagues, managers, and clients — and project confidence, authority, and authenticity. Begin with the basics of leadership presence and choose the modules that best meet your needs. For more information, [click here](#).

*Dates:* All Dates TBD by participant  
*Location:* TBD  
*Deadline:* December 31, 2013  
*Cost:* \$4,950 plus reasonable trainer travel  
*Registration:* Online Registration not available for this course, please see contact # below  
*Point of Contact:* Tina  
*Phone:* 215-908-4601 or 215-886-1688  
*Email:* [tina@brodypro.com](mailto:tina@brodypro.com)

### **Brookings Institution**

#### **Creating High-Performance Teams**

Teams are essential to solving today's complex, high-profile problems and piloting new initiatives and innovations. 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 mem-

bers. 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. For more information on this program, [click here](#).

*Dates:* May 13-14, 2014

*Location:* Brookings Institution (Washington DC)

*Cost:* \$1,895

*Contact Number:* (800) 925-5730

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#### **Global Leadership: Leveraging Differences**

The 21<sup>st</sup> 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 21<sup>st</sup>-century problems. For more information on this program, [click here](#).

*Dates:* May 20-21, 2014

*Location:* Brookings Institution (Washington DC)

*Cost:* \$1,895

*Contact Number:* (800) 925-5730

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#### **Leaders Growing Leaders: Developing Others**

This engaging three-day workshop takes a deep dive into best practices for developing others. It will help you develop your own coaching skills so you can be a catalyst who equips employees with the ability to perform at higher levels. The course also teaches you about the unique attributes of each generational cohort in the workplace and ways to connect with each of them. For more information, [click here](#).

*Dates:* October 29-31, 2013

*Location:* Brookings Institution (Washington DC)

*Cost:* \$1,895

*Contact Number:* (800) 925-5730

### [Table of Contents](#)

## **Public Leadership 21C**

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. For more information on this program, [click here](#)

*Dates:* September 8-13, 2013

*Location:* Brookings Institution (Washington DC)

*Cost:* \$4,950

*Contact Number:* (800) 925-5730

### **[Table of Contents](#)**

## **Strategies for Conflict Resolution**

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. For more information on this program, [click here](#).

*Dates:* June 11-12, 2014

*Location:* Brookings Institution (Washington DC)

*Cost:* \$1,895

*Contact Number:* (800) 925-5730

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## **Carnegie Mellon University**

### **Maximizing Your Leadership Potential**

*Leadership as a Daily Challenge: An Integrated Approach* strengthens the abilities and confidence of mid- to upper-level managers. After the six-day program, participants understand what it takes to be an inspired and effective leader to successfully lead their teams in a dynamic world. Graduates understand the critical success factors for today's business environment, can effectively align and motivate people, and know how to manage confidently in an atmosphere of change. For more information, [click here](#).

*Dates:* October 6-11, 2013

*Location:* Carnegie Bosch Institute, Pittsburgh, PA

*Cost:* \$6,700

*Contact Number:* 412-268-7812

## **Center for Creative Leadership**

### **Maximizing Your Leadership Potential**

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. For more information, [click here](#).

*Locations:* Greensboro, NC; San Diego, CA; St. Petersburg, FL; Bradley University, Chicago, IL; College Park, MD

*Dates:* For dates, [click here](#).

*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 [website](#).

*Contact Number:* 1-336-545-2810

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### **Leadership Development Program**

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. For more information, [click here](#).

*Locations:* Greensboro, NC, Colorado Springs, CO, San Diego, CA,

*Dates:* For dates, [click here](#).

*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 [website](#).

*Contact Number:* 1-336-545-2810

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## **Columbia University**

### **High Impact Leadership**

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. For more information, [click here](#).

*Program Dates:* June 2-7, 2013; September 15-20, 2013; December 8-13, 2013; September 14-19, 2014; December 7-12, 2014

*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)

*Cost:* \$10,750 USD

*Contact Number:* 212.854.0616

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### **Columbia Senior Executive Program**

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. For more information, [click here](#).

*Dates:* Four consecutive weeks: April 28 - May 24, 2013; September 29 - October 25, 2013.

*2x2 Options:* 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](#), Connecticut and New York City.

*Tuition:* Four consecutive weeks: \$48,500

2x2 Option \$52,000

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### **General Management Leadership Program**

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. For more information, [click here](#).



*Dates:* 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**

Columbia Essentials of Management 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. 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. For more information, [click here](#).

*Program Dates:* November 3 – 15, 2013

*Application Deadline:* Rolling Admission depending on space

*Location:* IBM Palisades Conference Center – Palisades, NY

*Cost:* \$24,450.00 USD

*Contact Number:* 212.854.0616

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#### **Columbia Management Institute**

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. For more information, [click here](#).

*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](#), New York City

*Tuition:* \$22,400

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## Emerging Leader Development Program

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. 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. For more information, [click here](#).

*Dates:* 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

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. For more information, [click here](#).

*Dates:* July 23-25, 2013; December 10-12, 2013

*Application:* 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

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. Over two 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. For more information, [click here](#).

*Dates:* July 16 – 17, 2013; November 6 – 7, 2013; April 2-3, 2014; July 16-17, 2014; November 12-13, 2014

*Application:* None

*Location:* Columbia University, NY  
*Cost:* \$3,150.00  
*Contact Number:* 212.854.0616

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## **Senior Leaders Program for Nonprofit Professionals**

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. For more information, [click here](#)

*Dates:* Four Modules: January 12–17, 2014; February 10–14, 2014; March 17–21, 2014; April 7–11, 2014  
*Location:* [Columbia University Campus](#), New York City  
*Tuition:* \$9,000, tuition assistance may be available. Include materials and some meals.

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## **DePaul University**

### **Effective Presentation and Communication Skills Certificate**

The [Kellstadt Marketing Center's](#) Effective Presentation and Communication Skills Certificate Program is designed to help you become a better, more effective presenter. Taught by [Dr. Joel Whalen](#), 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. For more information, [click here](#).

*Dates:* Thursdays, September 26 - October 17, 2013, 6:00 - 9:00 PM  
*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

[Table of Contents](#)**Strategic Management**

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](#) as a [Strategic Planning Professional \(SPP\)](#), [Strategic Management Professional \(SMP\)](#) or association designation as a [Strategic Planning Associate \(SPA\)](#).

*Dates:* Wednesdays, September 4 - November 6, 2013, 4:00 - 5:30 PM; Wednesdays, February 5 - April 9,

2014, 4:00 - 5:30 PM

*Location:* Online

*Cost:* \$1,495(\$75 late fee applied to registrations received after 8/28/2013& 1/29/14)

*Contact:* E-mail: [emcdonag@depaul.edu](mailto:emcdonag@depaul.edu); Telephone: (312) 362-5295

[Table of Contents](#)**Emory University****Developing Talent that Drives Organizational Success**

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. 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, and execute talent management activities with your peers, direct reports, and others within your organization. For more information, [click here](#).

*Dates:* September, 10-11, 2013

*Cost:* \$1,995

*Phone:* 404.727.2200

*Contact Information:* [ExecutiveEducation@emory.edu](mailto:ExecutiveEducation@emory.edu)

[Table of Contents](#)**George Mason University****Leadership: Inventing the 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. This program is 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. For more information, [click here](#).

*Date:* October 8-11, 2013

*Location:* Mason Inn Conference Center and Hotel (Fairfax, VA)

*Fees:* \$3,340 (meals only); \$3,920 (with meals and lodging). 20% discount for 4 or more.

*Contact:* 703-993-9801 or [execprog@gmu.edu](mailto:execprog@gmu.edu)

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## **George Washington University**

### **Becoming Conflict Competent Certification Program**

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](#) and the elegant communications processes developed by Dr. Sherod Miller with principles from the conflict competence books of Craig Runde and Tim Flanagan. For more information, [click here](#).

*Dates:* TBD

*Location:* GWU School of Business, Duquès Hall, 2201 G St., NW, Washington, DC 20052

*Cost:* \$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**

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. For more information, [click here](#).

*Date:* TBD

*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**

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. For more information, [click here](#).

*Dates:* 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**

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. For more information, [click here](#).

*Dates:* September 8, 2013 - September 13, 2013; January 26, 2014 - January 31, 2014

*Application Deadline(s):* July 8, 2013; November 26, 2013

*Cost:* \$6,800 (includes tuition, housing, curricular materials and most meals)

*Contact Number:* 617-496-0484

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## **Michigan State University**

### **Managing Project Teams**

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). For more information, [click here](#).

*Dates:* October 10-11, 2013

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

*Cost:* \$1495.00 – full tuition

*Contact:* Phone: 517-353-8711 Email: vescolan@msu.edu

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#### **Maximizing Sales Team Performance**

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. For more information, [click here](#).

*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

### **MIT Sloan Business School**

#### **Managing Technical Professionals and Organizations**

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. For more information, [click here](#).

*Dates:* Oct 31-Nov 01, 2013; Mar 20-21, 2014; Jul 08-09, 2014; Nov 04-05, 2014

*Location:* Cambridge, Massachusetts

*Cost:* \$2,900 (excluding accommodations)

*Contact Information:* Phone 617-253-7166 Email [sloanexeced@mit.edu](mailto:sloanexeced@mit.edu)

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#### **Intelligent Organizations: Collaborations and the Future of Work**

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. For more information, [click here](#).

*Dates:* Oct 21-22, 2013; Apr 03-04, 2014; Jun 26-27, 2014; Oct 21-22, 2014

*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**

This 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. For more information, [click here](#).

*Dates:* September 30 - October 1, 2013

*Location:* NYU Campus, Greenwich Village

*Tuition:* \$2,800 (Accommodations not included)

*Contact Number:* (212) 998 - 0789

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### **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. For more information, [click here](#).

*Dates:* September 26 - 27, 2013

*Location:* NYU Campus, Greenwich Village

*Tuition:* \$2,800 (Accommodation Not Included)

*Contact Number:* (212) 998 – 0789

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### **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. For more information, [click here](#).

*Dates:* TBD

*Location:* NYU Campus, Greenwich Village

*Program Tuition:* \$2,800

*Contact Number:* (212) 998 - 0789

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## **Northwestern University**

### **Developing High Performing People**

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. For more information, [click here](#).

*Dates:* March 10-11, 2014

*Location:* 340 East Superior St., Wieboldt Hall, Chicago

*Costs:* \$950.00

*Contact Number:* 847.467.0866

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### **Energizing People for Performance**

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. For more information, [click here](#).

*Dates:* September 15-18, 2013; April 13-16, 2014; September 21-24, 2014

*Location:* Chicago, IL

*Costs:* \$6,000 for September 2013 session and \$6,300 for April and September 2014

*Contact Number:* 847-467-7000

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### **Leading High-Impact Teams**

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. For more information about this program, [click here](#).

*Dates:* September 9-12, 2013; April 7-10, 2014; September 15-18, 2014

*Location:* Chicago, IL

*Costs:* \$6,100 for September 2013, \$7,300 for April and September 2014

*Contact Number:* 847-467-7000

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### **Reinventing Leadership: A Breakthrough Approach**

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. For more information, [click here](#).

*Program Dates:* September 29 - October 4, 2013; March 16-21, 2014; September 28- October 3, 2014

*Location:* Chicago, IL

*Costs:* \$9,700 for September 2013 and \$9,900 for March and September 2014

*Contact Number:* 847-467-7000

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### **The Soul of Leadership**

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. For more information, [click here](#).

*Program Dates:* September 29 - October 4, 2013; March 16-21, 2014; September 28- October 3, 2014

*Location:* Chicago, IL

*Costs:* \$9,700 for September 2013 and \$9,900 for March and September 2014

*Contact Number:* 847-467-7000

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## **Notre Dame**

### **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. For more information, [click here](#).

*Program Dates:* 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**

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. For more information, [click here](#).

*Program Dates:* November 4-7, 2013

*Costs:* \$3,150 (for non-profit) & \$3,650 (for-profit organizations); includes lodging and meal

*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**

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. For more information, [click here](#).

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**

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. For more information, [click here](#).

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

*Starts 8:00 AM on 1st day ends 5:00 PM on last day*

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## **Team Development Seminar**

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. For more information, [click here](#).

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**

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. For more information, [click here](#).

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**

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. For more information, [click here](#).

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**

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. For more information, [click here](#).

*Dates:* Upcoming sessions of this class have not been scheduled. It may be available as a custom program or by request.

*Contact Number:* 888-676-9632.

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## **Leading Across Generations**

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. For more information, [click here](#).

*Dates:* Upcoming sessions of this class have not been scheduled. It may be available as a custom program or by request.

*Contact Number:* 888-676-9632

[Table of Contents](#)**The ABCs of Effective Relationships**

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. For more information, [click here](#).

*Dates:* Upcoming sessions of this class will be scheduled in 2013

*Contact Number:* 888-676-9632

[Table of Contents](#)**Senior Executive Assessment Program**

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. For more information, [click here](#).

Sep 9-13, '13 @ WMDC, Aurora, CO \$6350  
Starts 8:00 AM on 1st day ends 12:00 PM on last day

[Table of Contents](#)**Penn State University****Developing Managerial Effectiveness**

Developing Managerial Effectiveness provides an integrated approach to strategic, financial, and performance management. Participants will hone strategic thinking, decision-making, personal leadership, and influence skills while maximizing the use of performance management systems to increase their contribution to organizational growth. For more information, [click here](#).

*Dates:* October 20–25, 2013

*Fee:* \$5,750

*Location:* University Park, PA

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

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## **Rice University**

### **Leading and Managing High Performing Teams**

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. For more information, [click here](#).

*Dates:* December 10-11, 2013; April 15-16, 2014

*Costs:* \$2,500 USD (Individual Modules Cost); \$12,900 USD (Certificate Cost)

*Contact Number:* 713.348.6060

[Table of Contents](#)

## **Rollins College**

### **Crummer Management Program-MiniMBA**

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. For more information, [click here](#).

*Dates:* August 20- December 17, 2013 (Deadline is August 13, 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:* Bush Executive Center/Crummer Graduate School of Business, Rollins College Campus

*Cost:* \$3,250 per person for the entire 54-hour program

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### **Leveraging Conflict for Positive Results**

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. For more information, [click here](#).

*Date:* November 26, 2013 (6:30pm-9:30pm)

*Location:* Rollins College, Crummar Graduate School of Business Bush Executive Center

*Fees:* \$230

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### **Skillsoft: eLearning and Performance Support Solutions**

[Skillsoft](#) is a pioneer in the field of learning with a long history of innovation. Skillsoft provides cloud based learning solutions for its customers worldwide, ranging from global enterprises, government, and education to mid-sized and small businesses. Skillsoft's customer support teams draw on a wealth of in-house experience and a comprehensive learning e-library to develop off-the-shelf and custom learning programs tailored to cost-effectively meet customer needs. Skillsoft's courses, books and videos have been developed by industry leading learning experts to ensure that they maximize business skills, performance, and talent development.

[Skillsoft](#) maintains mappings for a variety of competency models. These mappings help to direct the individual learner to specific Skillsoft learning assets that are directly aligned with the particular subject area and training requirements. Nearly 500 hours of e-learning assets, 1,000 online books and book summaries, and 200 videos are aligned to the OPM Guide to Senior Executive Service Qualifications (ECQ's).

### **Skillsoft OPM-ECQ Leading People**

#### *Content Summary:*

	Courses & Simulations		Books	Videos
	Hours	Assets		
<b>ECQ #2-LEADING PEOPLE</b>	<b>75.1</b>	<b>100</b>	<b>164</b>	<b>37</b>
Conflict Management	15	22	44	4
Leveraging Diversity	6.4	10	40	17
Developing Others	22.7	30	33	11
Team Building	31	38	47	5

[Click here](#) for a complete list of assets and descriptions specific to each ECQ competency.

*Dates:* Available 24x7x365

*Location:* Web-enabled content available with internet connectivity

*Cost:* Most US Federal agencies are currently licensed for a range of Skillsoft learning assets that can support Leadership Development initiatives. Please contact your organization's Training Administrator for specific information and access.

*More Information:* [https://community.skillsoft.com/USGOV/Competency\\_public.asp](https://community.skillsoft.com/USGOV/Competency_public.asp)

[Click here](#) for resources related to OPM's Federal Supervisory Training

Email [LeadershipTraining@Skillsoft.com](mailto:LeadershipTraining@Skillsoft.com) for additional guidance.



[Table of Contents](#)**Smith College****From Specialist to Strategist for Women in Science, Technology and Engineering**

From Specialist to Strategist is a watershed collaboration between Smith College, home of the nation's first engineering program exclusively for women, and the Society of Women Engineers, the world's leading professional organization for women engineers. For more information, [click here](#).

*Program Date:* June 8-13, 2014

*Location:* Smith College

*Program Tuition:* \$7,300 (pending)

*Apply:* [leadership@smith.edu](mailto:leadership@smith.edu)

[Table of Contents](#)**Smith-Tuck Global Leaders Program for Women**

The Smith-Tuck Global Leadership Program for Woman- with its focus on diverse female perspectives-is recognized as the premier all-women's global leadership program in the world. For more information, [click here](#).

*Program Date:* TBD

*Location:* Smith College

*Program Tuition:* \$9,750 (pending)

*Apply:* [leadership@smith.edu](mailto:leadership@smith.edu)

[Table of Contents](#)**Directing Innovation for Women in Science, Technology and Engineering**

Offers director-level executives a curriculum focused on driving innovation across functions and beyond borders. For more information, [click here](#).

*Program Date:* March 17-21, 2014

*Location:* Smith College

*Cost:* \$8,200

*Contact Information:* Phone 413-585-2583 Email: [leadership@smith.edu](mailto:leadership@smith.edu)

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## **Southern Methodist University**

### **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. For more information, [click here](#).

*Program Dates:* September 17- November 19, 2013; every Tuesday 6-9 pm

*Program Location:* Dallas, TX

*Program Tuition:* \$3,695; group discounts available

*Contact Number:* 214-768-3335 or [exed@cox.smu.edu](mailto:exed@cox.smu.edu)

### **[Table of Contents](#)**

## **Stanford University**

### **Interpersonal Dynamics for High Performance Executives**

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. For more information, [click here](#).

*Program Dates:* TBD

*Location:* Chaminade Executive Conference Center, Santa Cruz, CA

*Cost:* \$13,500 USD

*Contact Number:* 650.723.3341

### **[Table of Contents](#)**

### **Managing Teams for Innovation and Success**

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? For more information, [click here](#).

*Program Dates:* TBD

*Location:* Stanford University

*Cost:* \$9,900 USD

*Contact Number:* 650.723.3341

### [Table of Contents](#)

## **The Ken Blanchard Companies**

### **Situational Leadership® II**

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. For more information, [click here](#).

*Program Dates:* San Diego: September 9-10, 2013, December 2-3, 2013. Chicago: July 22-23, 2013, September 9-10, 2013. Washington, DC: October 14-15, 2013

*Program Tuition:* \$1,695.00 USD - \$1,995.00 USD

*Contact:* 800.272.3933 [christine.simmons@kenblanchard.com](mailto:christine.simmons@kenblanchard.com)

### [Table of Contents](#)

### **Virtual Situational Leadership® II**

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. For more information, [click here](#).

*Program Dates:* 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)

### [Table of Contents](#)

## Leading Virtually

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. For more information, [click here](#).

*Program Dates:* 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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## Situational Frontline Leadership

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 [click here](#).

*Program Dates:* San Diego: 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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## Situational Team Leadership

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. For more information, [click here](#).

*Program Dates:* San Diego: October 28-29, 2013

*Program Tuition:* \$1,175.00 USD

*Contact:* 800.272.3933 [christine.simmons@kenblanchard.com](mailto:christine.simmons@kenblanchard.com)

[Table of Contents](#)**Optimal Motivation**

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. For more information, [click here](#).

*Program Dates:* San Diego: October 21-22, 2013

*Program Tuition:* \$1,175.00 USD

*Contact:* 800.272.3933 [christine.simmons@kenblanchard.com](mailto:christine.simmons@kenblanchard.com)

[Table of Contents](#)**DISCovering Self and Others**

Using the 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). For more information, [click here](#).

*Program Dates:* San Diego: October 14, 2013

*Program Tuition:* \$795.00 USD

*Contact:* 800.272.3933 [christine.simmons@kenblanchard.com](mailto:christine.simmons@kenblanchard.com)

[Table of Contents](#)**University of California Berkeley****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. For more information, [click here](#).

*Dates:* September 30-October 4, 2013

*Location:* UC Berkeley campus

*Fee:* \$9,900

Phone: 510.642.9167

### [Table of Contents](#)

#### **Communicate Effectively: Connecting in Personal and Work Life**

Miscommunication with customers, employees and clients can be frustrating and costly. 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 work and personal relationships that are mutually beneficial. For more information, [click here](#).

*Dates:* August 29-30, 2013

*Location:* San Francisco, CA

*Cost:* \$295

*Contact Number:* 510-642-4231

### [Table of Contents](#)

#### **Conflict Coaching for Organizational Productivity**

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. For more information, [click here](#).

*Dates:* TBD

*Location:* San Francisco, CA

*Cost:* \$525

*Contact Number:* 510-642-4231

### [Table of Contents](#)

#### **Employee Engagement: Increasing Innovation, Productivity and Commitment**

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. For more information, [click here](#).

*Dates:* TBD (Currently no open sections available)

*Location:* San Francisco, CA

*Cost:* \$295

*Contact Number:* 510-642-4231

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## **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. For more information, [click here](#).

*Dates:* October 11-19, 2013

*Location:* UC Berkeley campus

*Fee:* \$15,500

*Contact Number:* 510-255-9175

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## **Facilitating Groups: An Intensive Practice Lab**

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 on lab 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. For more information, [click here](#).

*Dates:* TBD (currently no sections available)

*Location:* San Francisco, CA

*Cost:* \$695

*Contact Number:* 510-642-4231

### **[Table of Contents](#)**

## **Handling Difficult Interactions with Skill and Confidence**

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. For more information, [click here](#).

*Dates:* TBD

*Location:* San Francisco, CA

*Cost:* \$295

*Contact Number:* 510-642-4231

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## **Managing Change and Ambiguity in the Workplace**

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. For more information, [click here](#).

*Dates:* TBD

*Location:* San Francisco, CA

*Cost:* \$595

*Contact Number:* 510-642-4231

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#### **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. For more information, [click here](#).

*Dates:* October 7-9

*Location:* UC Berkeley campus

*Fee:* \$3,400

*Contact Number:* 510-642-9167

### [Table of Contents](#)

#### **Optimizing Team Leadership: An Intensive Practice Lab**

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 speed results. For more information, [click here](#).

*Dates:* TBD (currently no open sections available)

*Location:* San Francisco, CA

*Cost:* \$695

*Contact Number:* 510-642-4231

### [Table of Contents](#)

#### **Organizational Communication Strategies for Managers**

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. For more information, [click here](#).

*Dates:* Saturdays, July 13- August 10, 2013, Every Saturday

*Location:* San Francisco, CA

*Cost:* \$750

*Contact Number:* 510-642-4231

### [Table of Contents](#)

#### **Talent Management and Workforce Development**

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. For more information, [click here](#).

*Dates:* July 27- August 24, 2013. Every Saturday

*Location:* San Francisco, CA

*Cost:* \$750

*Contact Number:* 510-642-4231

### [Table of Contents](#)

#### **High-Impact Leadership: Transforming 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. For more information, [click here](#).

*Dates:* September 9-11, 2013

*Location:* UC Berkeley Campus

*Fee:* \$4,500

*Contact Number:* 510-642-9167

### [Table of Contents](#)

#### **Women's 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. For more information, [click here](#).

*Dates:* October 14-17, 2013  
*Location:* UC Berkeley Campus  
*Fee:* \$6,000  
*Contact:* 510.642.9167

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## **University of California Los Angeles**

### **Behavioral Decision Making in Teams**

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. For more information, [click here](#).

*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**

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. For more information, [click here](#).

*Date:* TBD  
*Fees:* \$325  
*Contact:* 1-858-822-6004 or [radexecdev@ucsd.edu](mailto:radexecdev@ucsd.edu)

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### **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. For more information, [click here](#).

*Date:* October 3, 2013. 7:45 am- 12:00 pm

*Fees:* \$325

*Contact:* 1-858-822-6004 or [radexecdev@ucsd.edu](mailto:radexecdev@ucsd.edu)

### [Table of Contents](#)

## **Conflict Resolution Strategies for Managers**

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. For more information, [click here](#).

*Dates:* September 17, 2013

*Fees:* \$450

*Contact:* 1-858-822-6004 or [radexecdev@ucsd.edu](mailto:radexecdev@ucsd.edu)

### [Table of Contents](#)

## **Managing High Performance Teams**

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 happen 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. For more information, [click here](#).

*Date:* November 5, 2013

*Fees:* \$325

*Contact:* 1-858-822-6004 or [radexecdev@ucsd.edu](mailto:radexecdev@ucsd.edu)

### [Table of Contents](#)

## **University of Chicago**

### **High-Performance Leadership**

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. For more information, [click here](#).

*Dates:* November 10-14, 2013

*Location:* Chicago campus

*Fee:* \$8,675

### [Table of Contents](#)

#### **Personal Leadership Insight**

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. For more information, [click here](#).

*Dates:* September 30- October 4, 2013; February 17-21, 2014; May 19-23, 2014; September 15-19, 2014

*Location:* Chicago campus

*Fee:* \$8,675

### [Table of Contents](#)

#### **Advanced Management Program**

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 co-hosted 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. For more information, [click here](#).

*Dates:*

Introductory Core Session I: 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**

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. For more information, [click here](#).

*Dates:* October 28 –30, 2013

*Fee:* \$3,000

*Location:* University of Minnesota

*Contact:* 612-625-5412

### **[Table of Contents](#)**

### **Presentations: Coaching for Executives**

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. For more information, [click here](#).

*Dates:* September 23-25, 2013

*Fee:* \$3,500

*Location:* University of Minnesota

*Contact:* 612-625-5412

### **[Table of Contents](#)**

### **MBA Essentials**

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. For more information, [click here](#).

*Date:* September 9-13, 2013; October 6- November 7, 2013

*Location:* University of Minnesota

*Fee:* \$4,000

*Contact Number:* 612-624-3821

### **[Table of Contents](#)**

### **Advanced Business Communications for Executives**

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. For more information, [click here](#).

*Date:* TBD

*Location:* University of Minnesota

*Fee:* \$2,500

*Contact:* 612-625-5412

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### **The Art and Practice of Effective Coaching**

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. For more information, [click here](#).

*Date:* TBD

*Location:* University of Minnesota

*Fee:* \$3,500

*Contact:* 612-625-5412

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## **University of Missouri**

### **Guiding Conflict Resolution**

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. For more information, [click here](#).

*Dates:* December 3, 2013

*Location:* 204 Cornell Hall, Columbia, MO

*Fees:* \$185

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### **Supervisory Certificate Series**

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. [click here](#).

*Dates:* Tuesdays September 10- October 1, 2013; 8:30 am- 4:30 pm  
*Fees:* \$850  
*Location:* 204 Cornell Hall, Columbia, MO

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**University of Nevada Reno**

**Working with the Problem Employee**

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. For more information, [click here](#).

*Date:* November 1, 2013.  
*Location:* Cont Ed Bldg (CEB 107), UNR campus  
*Fee:* \$210

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**Managing and Supervising People**

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. For more information, [click here](#).

*Dates:* TBD  
*Location:* UNR campus  
*Fee:* \$325

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**Performance Management**

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. For more information, [click here](#).

*Dates:* September 26-27, 2013  
*Location:* Cont Ed Bldg (CEB 108), UNR campus  
*Cost:* \$325  
*Contact:* (775) 784-4046

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### **University of North Carolina at Chapel Hill**

#### **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. For more information, [click here](#).

*Dates:* TBD

*Tuition:* \$2,700

*Location:* The Rizzo Conference Center; Chapel Hill, North Carolina

*Contact:* Phone 1-800-UNC-EXEC; Email [unc\\_exec@unc.edu](mailto:unc_exec@unc.edu)

## [Table of Contents](#)

#### **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. For more information, [click here](#).

*Dates:* TBD

*Tuition:* \$3,700

*Location:* The Rizzo Conference Center; Chapel Hill, North Carolina

*Contact:* Phone 1-800-UNC-EXEC; Email [unc\\_exec@unc.edu](mailto:unc_exec@unc.edu)

## [Table of Contents](#)

#### **Developing Leadership 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. For more information, [click here](#).

*Dates:* TBA

*Tuition:* \$2,700

*Location:* The Rizzo Conference Center; Chapel Hill, North Carolina

*Contact:* Phone 1-800-UNC-EXEC; Email [unc\\_exec@unc.edu](mailto:unc_exec@unc.edu)

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## **University of Northern Iowa**

### **Fierce Conversations**

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. For more information, [click here](#).

*Dates:* July 26-27, 2013

*Fee:* \$799 per person

*Contact Number:* Phone 319-273-5851 or Email [execdev@uni.edu](mailto:execdev@uni.edu)

### [Table of Contents](#)

### **How to Manage Nests of Negativity**

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. For more information, [click here](#).

*Date:* September 19, 2013

*Location:* UNI campus

*Fee:* \$249

*Contact Number:* Phone 319-273-5851 or Email [execdev@uni.edu](mailto:execdev@uni.edu)

### [Table of Contents](#)

### **Six Steps and Eight Behaviors to Resolving Conflict**

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. For more information, [click here](#).

*Date:* November 2, 2013

*Location:* UNI campus

*Fee:* \$249

*Contact Number:* Phone 319-273-5851 or Email [execdev@uni.edu](mailto:execdev@uni.edu)

### [Table of Contents](#)

## **University of Richmond**

### **Management Skills for Leaders**

Leaders are faced with the on-going challenge of ensuring work output and employee performance is 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. For more information, [click here](#).

*Dates:* September 26-27, 2013

*Fees:* \$995

*Contact:* (804) 289-8019 or [execed@richmond.edu](mailto:execed@richmond.edu)

### [Table of Contents](#)

### **Advanced Project Management**

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. For more information, [click here](#).

*Date:* December 9-11, 2013

*Fees:* \$1425

*Contact:* (804) 289-8019 or [execed@richmond.edu](mailto:execed@richmond.edu)

### [Table of Contents](#)

## **University of South Carolina**

### **Building and Leading Dynamic High-Performance 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. For more information, [click here](#).

*Dates:* Dec 10-12, 2013  
*Cost:* \$1150/participant (\$900/participant for two or more)  
*Contact Number:* 803-777-2231 or 800-393-2362

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**Innovative Communication Strategies for Improving Performance (The Birkman Method®)**

Using The Birkman Method®, Innovative Communication Strategies for Improving Performance 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. For more information, [click here](#).

*Program Dates:* Oct 23-25, 2013  
*Program Tuition:* \$1350/participant (\$1050/participant for two or more)  
*Contact Number:* 803-777-2231 or 800-393-2362

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**Coaching Skills for Maximum Performance**

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. For more information, [click here](#).

*Program Dates:* September 19-20, 2013  
*Program Tuition:* \$1350/participant (\$1050/participant for two or more)  
*Contact Number:* 803 777-2231 or 800-393-2362

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**University of Texas**

**Building Engagement: What Leaders Do to Manage Talent & Build Allegiance**

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, which made them successful leaders. For more information, [click here](#).

*Date:* October 17-18, 2013; March 20-21, 2014  
*Location:* AT&T Executive Education and Conference Center

*Cost:* \$2,450 (Individual Course); \$11,500 - [General Management Certificate](#)

### [Table of Contents](#)

#### **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. For more information, [click here](#).

*Dates:* September 5-6, 2013; November 19-20, 2013; January 30-31, 2014; April 3-4, 2014

*Location:* AT&T Executive Education and Conference Center

*Cost:* \$2,450 (Individual Course); \$11,500 - [General Management Certificate](#); \$13,800 - [Project Management Certificate](#)

### [Table of Contents](#)

#### **Virtual Leadership: Leading Dispersed Teams**

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. For more information, [click here](#).

*Date:* December 12-13, 2013; May 20-21, 2014

*Location:* AT&T Executive Education and Conference Center

*Cost:* \$2,450 (Individual Course); \$11,500 - [General Management Certificate](#)

*Contact:* 1-800-409-EXEC (3932)

### [Table of Contents](#)

## **University of Virginia**

#### **Leading Teams for Growth and Change**

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, and understand the interaction between leadership and team performance. For more information, [click here](#).

*Dates:* October 7-11, 2013; June 2-6, 2014

*Location:* Darden School of Business Charlottesville, Virginia

*Fee:* \$7,750 per person.

Contact Information: Phone +1 877.833.3974 Email: [Darden\\_Exed@arden.virginia.edu](mailto:Darden_Exed@arden.virginia.edu)

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## **University of Wisconsin - Madison**

### **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 sets a clear direction and inspires others to follow. Plus, you'll receive helpful peer and instructor feedback on your leadership style. For more information, [click here](#).

*Program Dates:* November 11-13, 2013; February 12-14, 2014; May 19-21, 2014

*Program Tuition:* \$1,895 USD

*Contact Number:* 608-441-7314

### [Table of Contents](#)

### **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. For more information, [click here](#).

*Program Dates:* September 23-25, 2013; January 29-31, 2014; April 23-25, 2014

*Program Tuition:* \$1,895 USD

*Contact Number:* 608-441-7314

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### **The Manager's 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. For more information, [click here](#).

*Program Dates:* September 11-13, 2013; April 2-4, 2014

*Program Tuition:* \$1,895 USD

*Contact Number:* 608-441-7314

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### **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. For more information, [click here](#).

*Program Dates:* October 7-11, 2013; February 17-21, 2014

*Program Tuition:* \$2,995 USD

*Contact Number:* 608-441-7314

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## **Vanderbilt University**

### **Managing Teams in Organizations**

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. For more information, [click here](#).

*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**

### **Leading Through Influence: Two Day Seminar**

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. For more information, [click here](#).

*Dates:* November 6-7, 2013

*Location:* St. Louis- Charles F. Knight Executive Education Center

*Cost:* \$1,500

*Contact Number:* (314) 935-9494

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## **Doing Well While Doing Good: Reconciling Profits and Purpose (NEW)**

In the midst of striving to serve customers in a profitable manner, executives must find new ways to address social, environmental and economic influences. Firms vary greatly in how they reconcile their pursuit of profitable results with expectations for serving the common good. As some focus on "seemingly" narrow shareholder perspectives, others may invest resources towards Corporate Social Responsibility (CSR) endeavors that may seem "irrelevant" to the core value-generating competencies of the firm. Can firms genuinely sustain a competitive advantage while providing an increasing societal value that does not erode profitability inappropriately? For more information, [click here](#).

*Dates:* December 11, 2013

*Location:* St. Louis- Charles F. Knight Executive Education Center

*Program Tuition:* \$750

*Contact Number:* (314) 935-9494

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## **Negotiation and Conflict Management**

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. For more information, [click here](#).

*Date:* October 17, 2013

*Location:* St. Louis-Charles F. Knight Executive Education Center

*Fee:* \$750

*Contact Number:* (314) 935-9494

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## **Wharton—University of Pennsylvania**

### **Building Relationships That Work**

Every business today is a relationship business. The quality and impact of your work, and the profitability of your business, depend upon relationships — with customers, co-workers, and competitors; with suppliers, distributors, and support services; with direct reports, senior managers, and boards. Global mergers and alliances offer opportunities for creating growth, but they also pose new challenges. Not only are you working with more people from different disciplines, industries, and cultures, but you have much less face-to-face time with them than ever before. This three-day program helps you revitalize the relationships that affect the quality and profitability of your business. It goes beyond strategies for influencing the behavior of others to provide a process for creating clear communications, effective collaboration, and relationships that achieve results. Faculty will help you develop better listening and questioning skills. You will learn to recognize your own assumptions and judgments and to reframe situations to gain a broader perspective. You will be introduced to a series of sequential, step-by-step frameworks for building new relationships and improving existing ones. For more information, [click here](#).

*Program Date:* October 21-24, 2013; April 14-17, 2014

*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**

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. For more information, [click here](#).

*Program Date:* 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)

### [Table of Contents](#)

#### **Leading and Managing People**

How do you get people to follow your lead? Your success depends upon your ability to influence the actions of others. *Leading and Managing People* shows you how to use the fundamental principles of human behavior and communication to engage employees in serving your goals, by linking to their individual motivators. For more information, [click here](#).

*Program Date:* 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**

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. For more information, [click here](#).



*Dates:* November 21, 2013

*Costs:* \$595 USD

*Contact Number:* 513-745-1094.

*Location:* Xavier University, Cincinnati, Ohio

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## **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. For more information, [click here](#).

*Dates:* October 30, 2013

*Costs:* \$595 USD

*Contact Number:* 513-745-1094 or [wallaces2@xavier.edu](mailto:wallaces2@xavier.edu)

*Location:* Xavier University, Cincinnati, Ohio

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## **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. For more information, [click here](#).

*Dates:* November 5, 2013

*Costs:* \$595 USD

*Contact Number:* 513-745-1094 or [wallaces2@xavier.edu](mailto:wallaces2@xavier.edu)

*Location:* Xavier University, Cincinnati, Ohio

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## **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. For more information, [click here](#).

*Dates:* December 9, 2013

*Costs:* \$595 USD

*Contact Number:* 513-745-1094 or [wallaces2@xavier.edu](mailto:wallaces2@xavier.edu)

*Location:* Xavier University, Cincinnati, Ohio

[Table of Contents](#)

### **Train-the-Trainer: Planning, Designing and 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. For more information, [click here](#).

*Dates:* December 10-11, 2013

*Costs:* \$995 USD

*Contact Number:* 513-745-1094 or [wallaces2@xavier.edu](mailto:wallaces2@xavier.edu)

*Location:* Xavier University, Cincinnati, Ohio

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### **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. For more information, [click here](#).

*Dates:* December 12-13, 2013

*Costs:* \$995 USD

*Contact Number:* 513-745-1094 or [wallaces2@xavier.edu](mailto:wallaces2@xavier.edu)

*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**

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. For more information, [click here](#).

*Dates:* All Dates TBD by participant

*Location:* TBD

*Deadline:* December 31, 2013

*Cost:* \$5,000 - \$6,000 see below

*Registration:* Online Registration not available for this course, please see contact # below

*Point of Contact:* Tina

*Phone:* 215-908-4601 or 215-886-1688

*Email:* [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**

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.

For more information, [click here](#).

*Dates:* June 10-11, 2014

*Location:* Brookings Institute (Washington DC)

*Cost:* \$1,895

*Contact Information:* (800) 925-5730

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**Leading Innovation and Creating New Value**

*Leading Innovation and Creating New Value* will help you promote innovation and drive the creation of new value in your organization. It will also help you understand innovation and entrepreneurship as effective problem-finding and problem-solving processes. You will be acquainted with new tools to diagnose needs, and facilitate the transfer of this information into innovative products and services. For more information, [click here](#).

*Dates:* April 8-9, 2014

*Location:* Brookings Institute (Washington DC)

*Cost:* \$1,895

*Contact Information:* (800) 925-5730

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**Problem Solving Through Critical Thinking**

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 solv-

ing 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. For more information, [click here](#).

*Dates:* April 23-24, 2014

*Location:* Brookings Institute (Washington DC)

*Cost:* \$1,895

*Contact Information:* (800) 925-5730

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## **Center for Creative Leadership**

### **Leading for Organizational Impact: The Looking Glass Experience**

This 5-day program enhances the ability of senior managers and executives to lead while balancing short-term and long-term strategic perspectives. For more information, [click here](#).

*Dates:* Greensboro: August 5, 2013/August 19, 2013/September 9, 2013/September 23, 2013

San Diego: July 29, 2013/August 25, 2013/September 16, 2013

*Cost:* \$7,900

*Contact Information:* 1-336-545-2810

## **Columbia University**

### **Leading Strategic Growth and Change**

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. For more information, [click here](#).

*Program Dates:* October 21-25, 2013; May 19-23, 2014; October 27-31, 2014

*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 (Fall 2013 – non-residential); \$9,850.00 (Fall 2013 –non- residential)

*Contact Number:* 212.854.3395

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## **Creating and Executing Breakthrough Strategy**

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. For more information, [click here](#).

*Dates:* November 10-15, 2013; May 4-9, 2014; November 9-14, 2014

*Location:* Dolce Norwalk Conference Center in Connecticut

*Cost:* \$9,250.00 (residential)

*Contact Number:* 212.854.3395

## **Developing Leaders Program for Nonprofit Professionals**

The program offers formal training in fundamental elements of strategic management, including how to use financial data for strategic decision making, and also covers critical areas in leadership, such as the planning and implementing of organizational change, negotiating effectively, and self-awareness. For more information, [click here](#).

*Dates:* March 9 – 14, 2014

*Location:* Dolce Norwalk Conference Center in Connecticut

*Cost:* \$4,000

*Contact Number:* 212.854.3395

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## **Emory University**

### **Critical Thinking and Decision Making**

*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. For more information, [click here](#).

*Dates:* July 22-23, 2013; December 10-11, 2013

*Cost:* \$1,995

*Contact Information:* Phone: 404.727.2200 Email: [ExecutiveEducation@emory.edu](mailto:ExecutiveEducation@emory.edu)

### **[Table of Contents](#)**

## **George Washington University**

### **Lean Six Sigma**

Utilizing a blended learning approach that combines online delivery with individual coaching sessions and the development of a Lean Six Sigma project, course participants will learn 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. For more information, [click here](#).

*Dates:* Green Belt: August 26, Black Belt: January 14, 2014

*Location:* Online with real time coaching consultants

*Program Tuition:* Green Belt Certification: \$4,750; Black Belt Certification \$4,950

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**The Graduate School (DC)**

**Managing for Results**

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. For more information, [click here](#).

*Dates:* September 16-18, 2013

*Location:* Washington, DC (USDA)

*Tuition:* \$1,595

*Contact Number:* 202-314-3300 or toll free (888-744-4723)

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**Harvard University**

**Driving Government Performance: Leadership Strategies that Produce Results**

This program 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. For more information, [click here](#).

*Date:* August 25, 2013 – August 30, 2013; March 23, 2014 – March 28, 2014

*Application Deadline:* June 25, 2013; January 23, 2014

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

*Cost:* \$6,900

*Contact:* 617-496-0484

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**Senior Executive Fellows**

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. For more information, [click here](#).

*Dates:* October 13– November 8, 2013; February 9– March 7, 2014; April 13– May 9, 2014

*Application Deadlines:* August 13, 2013; December 9, 2013; February 13, 2014

*Fees:* \$19,800

*Contact:* 617-496-0484

### [Table of Contents](#)

#### **Leadership Decision Making: Optimizing Organizational Performance**

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. For more information, [click here](#).

*Dates:* November 17, 2013 – November 22, 2013

*Application Deadline(s):* September 17, 2013

*Cost:* \$6,900

*Contact:* 617-496-0484

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#### **Illinois Institute of Technology**

##### **Entrepreneurship for IT Professionals**

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. For more information, [click here](#).

*Dates:* August 19 – December 7, 2013

*Application Deadline:* TBD

*Location:* IIT Main Campus, Chicago and ONLINE

*Cost:* \$2,450

*Contact Number:* 312.567.5280

[Table of Contents](#)**Loyola University Chicago****Project Management Certificate Program**

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. For more information, [click here](#).

*Courses:* For course descriptions, [click here](#).

*Dates:* For Fall 2013 schedule, [click here](#).

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

*Cost:* \$3,200

*Apply:* To apply online, [click here](#).

*Contact:* 312-915-6761

[Table of Contents](#)**MIT Sloan Business School****Business Dynamics: MIT's Approach to Diagnosing and Solving Complex Business Problems**

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. For more information, [click here](#).

*Dates:* Jun 02-06, 2014

*Location:* MIT Campus, Cambridge, Massachusetts

*Costs:* \$8,100 (excluding accommodations)

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

[Table of Contents](#)**Driving Strategic Innovation: Achieving High Performance Throughout the Value Chain**

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 inte-



grative value-chain framework created at MIT, participants will gain the capability to position their organizations for future growth. For more information, [click here](#).

*Dates:* Sep 08-13, 2013| Mar 23-28, 2014| 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**

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. For more information, [click here](#).

*Dates:* Nov 07-08, 2013 | Mar 11-12, 2014| Jun 24-25, 2014 | Nov 06-07, 2014

*Certificate Track:* [Management and Leadership](#)

*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**

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. For more information, [click here](#).

*Dates:* Nov 12-13, 2013| Jun 24-25, 2014 | Nov 11-12, 2014

*Location:* Cambridge, Massachusetts

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

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

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## **New York University**

### **Business Analytics: Inside Out in Two Days**

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. For more information, [click here](#).

*Program Dates:* October 17 - 18, 2013

*Program Tuition:* \$2,800

*Contact Number:* (212) 998-0789

### [Table of Contents](#)

## **Northwestern University**

### **The Customer Focused Organization: Critical Steps in Achieving and Sustaining Focus**

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. For more information, [click here](#).

*Dates:* November 11-14, 2013 | May 12-15, 2014 | November 10-13, 2014

*Costs:* November 11-14, 2013- \$6,300 | May 12-15, 2014 and November 10-13, 2014 - \$8,300.

*Contact Number:* 847-467-7000

### [Table of Contents](#)

### **The Science of Lean Six Sigma Operations**

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. For more information, [click here](#).

*Dates:* February 19-21, 2014

*Costs:* \$4,000

*Contact Number:* 847-467-7000

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## **Office of Personnel Management**

### **Project Management Principles**

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. For more information, [click here](#).

*Date:* July 29-Aug 2, 2013

*Location:* WMDC, Aurora, CO

*Costs:* \$3,500

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### **Leadership Competencies: Preparing for the Next Step**

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 provide the framework for enhancing your executive skills. For more information, [click here](#).

*Dates:* Upcoming sessions of this class have not been scheduled. It may be available as a custom program or by request. Please call 888-676-9632.

#### **[Table of Contents](#)**

### **Developing Customer-Focused Organizations**

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. For more information, [click here](#).

*Date:* Aug 26-30, 2013

*Location:* WMDC, Aurora, CO

*Costs:* \$3500

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### **Leading Strategically: From Vision to Performance**

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. For more information, [click here](#).

*Dates:* Upcoming sessions of this class have not been scheduled. It may be available as a custom program or by request. Please call 888-676-9632.

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## **Penn State University**

### **Designing and Leading Competitive Supply Chains**

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. For more information, [click here](#).

*Date:* September 23-27, 2013

*Location:* Executive Education Center, University Park Campus

*Fees:* \$4,950

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

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## **Skillsoft: eLearning and Performance Support Solutions**

[Skillsoft](#) is a pioneer in the field of learning with a long history of innovation. Skillsoft provides cloud based learning solutions for its customers worldwide, ranging from global enterprises, government, and education to mid-sized and small businesses. Skillsoft's customer support teams draw on a wealth of in-house experience and a comprehensive learning e-library to develop off-the-shelf and custom learning programs tailored to cost-effectively meet customer needs. Skillsoft's courses, books and videos have been developed by industry leading learning experts to ensure that they maximize business skills, performance, and talent development.

[Skillsoft](#) maintains mappings for a variety of competency models. These mappings help to direct the individual learner to specific Skillsoft learning assets that are directly aligned with the particular subject area and training requirements. Nearly 500 hours of e-learning assets, 1,000 online books and book summaries, and 200 videos are aligned to the OPM Guide to Senior Executive Service Qualifications (ECQ's).

## Skillsoft OPM-ECQ Results Driven

### Content Summary:

	Courses & Simulations		Books	Videos
	Hours	Assets		
<b>ECQ #3-RESULTS DRIVEN</b>	<b>131.3</b>	<b>118</b>	<b>209</b>	<b>46</b>
Accountability	23.1	30	33	6
Customer Service	62.7	40	46	5
Decisiveness	25.1	24	56	11
Entrepreneurship	9.3	11	26	20
Problem Solving	11.1	13	42	4
Technical Credibility	0	0	6	0

[Click here](#) for a complete list of assets and descriptions specific to each ECQ competency.

*Dates:* Available 24x7x365

*Location:* Web-enabled content available with internet connectivity

*Cost:* Most US Federal agencies are currently licensed for a range of Skillsoft learning assets that can support Leadership Development initiatives. Please contact your organization's Training Administrator for specific information and access.

*More Information:* [https://community.skillsoft.com/USGOV/Competency\\_public.asp](https://community.skillsoft.com/USGOV/Competency_public.asp)

[Click here](#) for resources related to OPM's Federal Supervisory Training

Email [LeadershipTraining@Skillsoft.com](mailto:LeadershipTraining@Skillsoft.com) for additional guidance.

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## Southern Methodist University

### Formulating & Implementing 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. For more information, [click here](#).

*Program Dates:* November 6-7, 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**

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. For more information, [click here](#).

*Dates:* TBD  
*Location:* San Francisco, CA  
*Cost:* \$750  
*Contact Number:* 510-642-4231

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### **Performance Evaluations: Measuring Goals and Outcomes**

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. For more information, [click here](#).

*Dates:* July 26, 2013  
*Location:* Berkeley, CA Room 208, UC Berkeley Extension, 1995  
*Cost:* \$295  
*Contact Number:* 510-642-4231

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### **Strategic Problem Solving**

In this program you will 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. For more information, [click here](#).

*Dates:* TBD

*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**

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. For more information, [click here](#).

*Dates:* August 26, 2013

*Location:* San Francisco, CA Room 800, UC Berkeley Extension Downtown Center

*Cost:* \$295

*Contact Number:* 510-642-4231

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#### **University of Maryland College Park**

##### **The Advanced Executive Coaching Certificate Program**

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 a unique coach learning experience. For more information, [click here](#).

*Dates:* Five two-day seminars (9am to 5pm) including a capstone experience at Gettysburg.

*Location:* Robert H. Smith School of Business Suite in the Ronald Reagan Building and International Trade Center at 1300 Pennsylvania Avenue NW in downtown Washington, D.C.

*Cost:* \$4,900 for 10 program days

*Contact Number:* 301-229-6561

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#### **Dynamic Project Management**

With this course, participants will understand the basics of project management, including the importance and interrelationship of all its components. Attendees will be cognizant of the Project Management Institute's process group functions (initiating, planning, executing, controlling and closing) and the project knowledge areas (integration, scope, time, cost, quality, human resources, communications, risk and procurement).. For more information, [click here](#).

*Dates:* TBD

*Location:* Ronald Regan Building and International Trade Center, Washington D.C

*Costs:* TBD

*Contact Number:* 301.314.1450

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## **University of Michigan**

### **The Michigan Executive Program**

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. For more information, [click here](#).

*Dates:* Apr 27 – May 16, 2014

*Location:* Ann Arbor, MI

*Fees:* \$31,500

*Contact:* 734-763-1000

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## **University of Minnesota**

### **Operational Excellence**

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. For more information, [click here](#).

*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**

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. 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. For more information, [click here](#).

*Dates:* November 13-14, 2013; May 14-15, 2014

*Fee:* \$2,500

*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**

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. For more information, [click here](#).

*Dates:* TBD

*Fees:* \$3,700

*Location:* The Rizzo Conference Center; Chapel Hill, North Carolina

*Contact:* Phone 1-800-UNC-EXEC; Email [unc\\_exec@unc.edu](mailto:unc_exec@unc.edu)

[Table of Contents](#)**Talent Management Institute**

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. For more information, [click here](#).

*Dates:* February 24-27, 2014

*Fees:* \$4,900

*Location:* The Rizzo Conference Center; Chapel Hill, North Carolina

*Contact:* Phone 1-800-UNC-EXEC; Email [unc\\_exec@unc.edu](mailto:unc_exec@unc.edu)

[Table of Contents](#)**University of Richmond****Strategic Project Management**

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. For more information, [click here](#).

*Dates:* September 23-25, 2013

*Fees:* \$1,425

*Contact:* (804) 289-8019 or [execed@richmond.edu](mailto:execed@richmond.edu)

[Table of Contents](#)**Advanced Project Management**

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. For more information, [click here](#).

*Dates:* 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**

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. For more information, [click here](#).

*Date:* December 3-4, 2013

*Location:* The University of Texas at Austin

*Cost:* \$2,450 (Individual Course); \$13,800 - [Institute for Managerial Leadership](#) 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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### **Planning the Successful Project**

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. For more information, [click here](#).

*Date:* October 1-2, 2014

*Location:* The University of Texas at Austin

*Cost:* \$2,450 (Individual Course); \$13,800 - [Institute for Managerial Leadership](#) 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 Decision Making**

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. For more information, [click here](#).

*Date:* September 19-20, 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 Austin, Texas

*Cost:* \$2,450 (Individual Course); \$13,800 - [Institute for Managerial Leadership Certificate](#); \$13,800 - [Project Management Certificate](#) (includes materials, lunches and breaks.)

*Contact:* 1-800-409-EXEC (3932)

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## **University of Virginia**

### **Leading 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. For more information, [click here](#).

*Date:* September 8-13, 2013

*Location:* Darden School of Business, Charlottesville, Virginia

*Cost:* \$9,100 per person.

*Contact Number:* 434-924-3000

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### **Management Development Program: Driving Vision, Action, and Results**

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. For more information, [click here](#).

*Dates:* September 30 – October 11, 2013

*Location:* The Inn at Darden located on the North Grounds of the University of Virginia

*Cost:* \$22,000 per person.

*Contact Number:* 434-924-3000

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### **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. For more information, [click here](#).

*Dates:* November 10-15, 2013

*Location:* Darden School of Business, Charlottesville, Virginia

*Fee:* \$8,900 per person.

*Contact Number:* 434-924-3000

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### **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. For more information, [click here](#).

*Date:* TBD

*Location:* Darden School of Business, Charlottesville, Virginia

*Cost:* \$7,750 per person.

*Contact Number:* 434-924-3000

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### **Power and Leadership: Getting Below the Surface**

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. For more information, [click here](#).

*Dates:* September 15-20, 2013; April 6-11, 2014

*Location:* Darden School of Business, Charlottesville, Virginia

*Cost:* \$9,100 per person.

Contact Number: 434-924-3000

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#### **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. For more information, [click here](#).

*Date:* November 12-15, 2013

*Location:* Darden School of Business, Charlottesville, Virginia

*Fee:* \$7,100 per person.

*Contact Number:* 434-924-3000

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#### **University of Wisconsin - Madison**

#### **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. For more information, [click here](#).

*Date:* September 11, 2013 - September 13, 2013; January 22, 2014 – January 24, 2014

*Cost:* \$1,995

*Contact Number:* 608-441-7308

### [Table of Contents](#)

#### **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. For more information, [click here](#).

*Date:* September 25, 2013 - September 27, 2013; March 24, 2014 – March 26, 2014

*Cost:* \$1,795

*Contact Number:* 608-441-7314

[Table of Contents](#)**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. For more information, [click here](#).

*Date:* September 23, 2013 - September 25, 2013; February 17 – February 19, 2014

*Cost:* \$1,895

*Contact Number:* 608-441-7308

[Table of Contents](#)**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. For more information, [click here](#).

*Date:* August 5, 2013 – August 7, 2013; September 9, 2013 – September 11, 2013; October 7, 2013 - October 9, 2013; November 11, 2013 – November 13, 2013

*Cost:* \$1,795

*Contact Number:* 608-441-7308

[Table of Contents](#)**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. For more information, [click here](#).

*Date:* November 7, 2013 – November 8, 2013; March 6 – March 7, 2014

*Cost:* \$1,395

*Contact Number:* 608-441-7308

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## **Wharton—University of Pennsylvania**

### **Advanced Management Program**

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. For more information, [click here](#).

*Program Date:* September 29 – November 1, 2013; June 1, 2014 – July 4, 2014

*Program Tuition:* \$55,000

*Contact Name:* Katrina S. Clark

*Contact Number:* 215-898-1776

*Contact Email –* [execed@wharton.upenn.edu](mailto:execed@wharton.upenn.edu)

### **[Table of Contents](#)**

### **Making Strategy Work: Leading Effective Execution**

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. For more information, [click here](#).

*Program Date:* September 9-13, 2013; April 7-11, 2014

*Program Tuition:* \$9,700

*Contact Name:* Katrina S. Clark

*Contact Number:* 215-898-1776

*Contact Email –* [execed@wharton.upenn.edu](mailto:execed@wharton.upenn.edu)

### **[Table of Contents](#)**

### **Strategic Marketing Essentials**

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. For more information, [click here](#).



*Program Date:* November 17-22, 2013; April 6-11, 2014

*Program Tuition:* \$9,250

*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 Thinking and Management for Competitive Advantage**

*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. For more information, [click here](#).

*Program Date:* September 16-20, 2013, December 2-6, 2013

*Program Tuition:* \$10,000

*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 Development Program**

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. For more information, [click here](#).

*Program Date:* September 8-20, 2013; March 16-28, 2014

*Program Tuition:* \$26,000

*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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## **ECQ 4: Business Acumen**

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

### **American University**

#### **Key Senior Program Manager Certificate**

The curriculum of the Key Executive Leadership Certificate is based on the Executive Core Qualifications developed by the Office of Personnel Management. Key certificate students learn the skills and advance their knowledge in the five areas identified by OPM 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. For more information, [click here](#).

*Dates:* Twice a month, usually on Fridays and Saturdays

*Location:* American University (Washington, DC)

*Cost:* \$18,200

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### **Brookings Institution**

#### **Maximizing Human Capital**

The federal government of the 21<sup>st</sup> 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. For more information, [click here](#).

*Date:* TBA

*Location:* Brookings Institute (Washington DC)

*Cost:* \$1,895

*Contact:* 202.797.2484

#### **[Table of Contents](#)**

#### **Politics and Policymaking**

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. For more information, [click here](#).

*Dates:* November 6-7, 2013

*Location:* Brookings Institution (Washington DC)

*Cost:* \$1,895

*Contact:* (800) 925-5730

[Table of Contents](#)**Digital Government**

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. For more information, [click here](#).

*Date:* TBA

*Location:* Brookings Institution (Washington DC)

*Cost:* \$1,895

*Contact:* (800) 925-5730

[Table of Contents](#)**Finance for Non-Financial Managers**

What do program managers need to know about federal financial management? What are the linkages between finance and program management? This three-day course on financial management will help you learn how to be a prudent financial steward and how to better perform aspects of your position that involve working with budgets. For more information, [click here](#).

*Dates:* November 5-7, 2013

*Location:* Brookings Institution (Washington DC)

*Cost:* \$2,695

*Contact:* (800) 925-5730

[Table of Contents](#)**Colorado State University****Short Courses in Financial Management**

- **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 or [jim.francis@business.colostate.edu](mailto:jim.francis@business.colostate.edu). [click here](#).

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## **Dartmouth College**

### **The Strategic Financial Leadership (SFLP) Program**

In five immersive days, the *Strategic Financial Leadership Program* (SFLP) takes you beyond the numbers. You will leave Tuck with the framework and tools to link strategy, leadership, and financial decision making to long-term value creation for your organization. Not only will you be able to ensure that finance flows from, informs, and fits strategy, but you will be a trusted strategic partner who can help formulate and lead strategies. [click here](#).

*Participant Profile:* senior financial executives and their high potential financial staff

*Dates:* April 27- May 2, 2014

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

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

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

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## **Emory University**

### **Finance for the Nonfinancial Manager**

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. For more information, [click here](#).

*Dates:* August 19-20, 2013

*Fees:* \$1,995

*Phone:* 404.727.2200

*Email:* [ExecutiveEducation@emory.edu](mailto:ExecutiveEducation@emory.edu)

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## **Marketing Analytics**

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. For more information, [click here](#).

*Dates:* August 13-14, 2013

*Fees:* \$1,995

*Phone:* 404.727.2200

*Email:* [ExecutiveEducation@emory.edu](mailto:ExecutiveEducation@emory.edu)

## **Georgetown University**

### **McDonough School of Business**

#### **Demystifying Finance – Balance Sheet Basics for Non-Financial Managers**

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. For more information, [click here](#).

*Program Dates:* TBA

*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**

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. For more information, [click here](#).

*Program Dates:* September 9-12, 2013

*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**

Marketing expertise is not just for marketing experts. Every executive and manager 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. For more information, [click here](#).

*Program Dates:* TBA

*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**

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. For more information, [click here](#).

*Dates:* October 8-11, 2013

*Location:* Atlanta, Georgia

*Program Tuition:* \$3,450 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**

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. For more information, [click here](#).

*Date:* September 3-5, 2013

*Location:* Washington, DC

*Cost:* \$1,595

*Contact Number:* 202-314-3300 or toll free 888-744-GRAD (888-744-4723)

[Table of Contents](#)**Illinois Institute of Technology****Project Management for IT Professionals**

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. For more information, [click here](#).

*Program Dates:* August 19- December 7, 2013

*Course Tuition:* \$2,450 USD

*Location:* IIT Main Campus, Chicago and ONLINE

*Contact Number:* 312.567.5280

[Table of Contents](#)**Loyola University Chicago****Business Intelligence and Data Warehousing Certificate**

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. For more information, [click here](#).

*Dates:* TBA

*Location:* Loyola Water Tower campus

*Fee:* \$2,500

*Contact Number:* 312-915-6761

[Table of Contents](#)**Michigan State University****Cost Management for Non-Financial Managers**

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. For more information, [click here](#).

*Dates:* TBA

*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**

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. For more information, [click here](#).

*Dates:* October 2, 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 or 800.356.5705

### [Table of Contents](#)

#### **Financial Management for Executives: Driving Value**

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. For more information, [click here](#).

*Dates:* TBA

*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**

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. For more information, [click here](#).

*Dates:* TBA

*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



[Table of Contents](#)**MIT Sloan Business School****Big Data: Making Complex Things Simpler**

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 click-stream 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. For more information, [click here](#).

*Dates:* Oct 15-16, 2013, April 1-2, 2014

*Certificate Track:* [Management and Leadership](#)

*Location:* Cambridge, Massachusetts

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

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

[Table of Contents](#)**Developing and Managing a Successful Technology and Product Strategy**

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. For more information, [click here](#).

*Dates:* Oct 23-24, 2013, Mar 11-12, 2014, June 10-11, 2014, Oct 23-24, 2014

*Location:* Cambridge, Massachusetts

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

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

[Table of Contents](#)**Entrepreneurship Development Program**

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. For more information, [click here](#).

*Dates:* Jan 27-31, 2014

*Location:* MIT Campus, Cambridge, Massachusetts  
*Costs:* \$9,900 (price excludes accommodations)  
*E-mail:* [sloanexeced@mit.edu](mailto:sloanexeced@mit.edu)

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#### **Essential IT for Non-IT Executives**

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. For more information, [click here](#).

*Dates:* Nov 14-15, 2013, March 24-25, 2014, Nov 13-14, 2014  
*Location:* Cambridge, Massachusetts  
*Costs:* \$2,900 (excluding accommodations)  
*E-mail:* [sloanexeced@mit.edu](mailto:sloanexeced@mit.edu)

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#### **Managing Complex Technical Projects**

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. For more information, [click here](#).

*Dates:* Nov 05-06, 2013, June 12-13, 2014, Nov 11-12, 2014  
*Certificate Track:* [Technology, Operations, and Value Chain 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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#### **Supply Chain Strategy and Management**

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. For more information, [click here](#).

*Dates:* Nov 7-8, 2013, April 10-11, 2014, June 19-20, 2014, Nov 6-7, 2014

*Certificate Track:* [Technology, Operations, and Value Chain Management](#)

*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**

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. For more information, [click here](#).

*Dates:* Oct 21-22, 2013, March 17-18, 2014, June 2-3, 2014

*Certificate Track:* [Strategy and Innovation](#)

*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**

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. For more information, [click here](#).

*Dates:* Nov 19-20, 2013, April 3-4, 2014, June 26-27, 2014, Nov 18-19, 2014

*Certificate Track:* [Technology, Operations, and Value Chain 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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#### **Systematic Innovation of Products, Processes, and Services**

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. For more information, [click here](#).

*Dates:* Nov 11-15, 2013

*Certificate Track:* [Technology, Operations, and Value Chain Management](#)

*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**

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. For more information, [click here](#).

*Program Dates:* October 16 - 18, 2013

*Location:* NYU Campus, Greenwich Village

*Program Tuition:* \$4,200

*Contact Number:* (212) 998 - 0789

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### **Rethinking Integrated Risk Management**

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. For more information, [click here](#).

*Program Dates:* December 9-11, 2013

*Location:* NYU Campus, Greenwich Village

*Program Tuition:* \$4,200

*Contact Number:* (212) 998 – 0789

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## **Northwestern University**

### **Driving Strategic Value from IT**

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. For more information, [click here](#).

*Dates:* November 10-13, 2013, April 27-30, 2014, November 9-12, 2014

*Costs:* \$6,000 for November 2013, and \$6,300 for April and November 2014

*Contact Number:* 847-467-7000

### **Table of Contents**

### **Finance for Executives**

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 creates 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. For more information, [click here](#).

*Program Dates:* October 6-11, 2013, May 4-9, 2014, October 12-17, 2014

*Costs:* \$9,700 for October 2013, \$9,900 for May and October 2014

*Contact Number:* 847-467-7000

### **Table of Contents**

## **Notre Dame**

### **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. For more information, [click here](#).

*Dates and Location:* Online

*Cost:* \$5,995 for the complete 3-course program

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

[Table of Contents](#)**Office of Personnel Management****Performance Budgeting Seminar**

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. For more information, [click here](#).

*Dates:* TBA

*Location:* EMDC, Shepherdstown, WV

*Cost:* \$2575

*Starts 8:30 AM on 1st day ends 4:30 PM on last day*

[Table of Contents](#)**Leadership for a Democratic Society**

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. For more information, [click here](#).

*Date:* August 4-30, 2013, September 8- October 4, 2013

*Location:* Federal Executive Institute, Charlottesville, VA

*Cost:* \$19,875

[Table of Contents](#)**Penn State University****Finance for the Non-Financial Manager**

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. For more information, [click here](#).

*Dates:* December 9-13, 2013

*Fee:* \$5,750

*Location:* Executive Education Center, University Park, PA

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

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### **Skillsoft: eLearning and Performance Support Solutions**

[Skillsoft](#) is a pioneer in the field of learning with a long history of innovation. Skillsoft provides cloud based learning solutions for its customers worldwide, ranging from global enterprises, government, and education to mid-sized and small businesses. Skillsoft's customer support teams draw on a wealth of in-house experience and a comprehensive learning e-library to develop off-the-shelf and custom learning programs tailored to cost-effectively meet customer needs. Skillsoft's courses, books and videos have been developed by industry leading learning experts to ensure that they maximize business skills, performance, and talent development.

[Skillsoft](#) maintains mappings for a variety of competency models. These mappings help to direct the individual learner to specific Skillsoft learning assets that are directly aligned with the particular subject area and training requirements. Nearly 500 hours of e-learning assets, 1,000 online books and book summaries, and 200 videos are aligned to the OPM Guide to Senior Executive Service Qualifications (ECQ's).

#### **Skillsoft OPM-ECQ Business Acumen**

##### *Content Summary:*

	Courses & Simulations		Books	Videos
	Hours	Assets		
<b>ECQ #4-BUSINESS ACUMEN</b>	<b>61.7</b>	<b>77</b>	<b>101</b>	<b>27</b>
Financial Management	24.3	26	37	6
Human Capital Management	34.4	48	42	18
Technology Management	3	3	22	3

[Click here](#) for a complete list of assets and descriptions specific to each ECQ competency.

*Dates:* Available 24x7x365

*Location:* Web-enabled content available with internet connectivity

*Cost:* Most US Federal agencies are currently licensed for a range of Skillsoft learning assets that can support Leadership Development initiatives. Please contact your organization's Training Administrator for specific information and access.

*More Information:* [https://community.skillsoft.com/USGOV/Competency\\_public.asp](https://community.skillsoft.com/USGOV/Competency_public.asp)

[Click here](#) for resources related to OPM's Federal Supervisory Training

Email [LeadershipTraining@Skillsoft.com](mailto:LeadershipTraining@Skillsoft.com) for additional guidance.

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## **Southern Methodist University**

### **The Essentials of Accounting and Finance for Non-Financial Managers**

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. For more information, [click here](#).

*Program Dates:* October 8 – 10, 2013

*Program Location:* Dallas, TX

*Cost:* \$2,895 USD

*Contact Number:* 214-768-3335

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### **Strategic Financial Skills in the Oil and Gas Industry**

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. For more information, [click here](#).

*Program Dates:* September 16-20, 2013

*Program Location:* Dallas, TX

*Cost:* \$6,250

*Contact Number:* 214-768-3335

#### **[Table of Contents](#)**

## **Stanford University**

### **Finance and Accounting for the Nonfinancial Executive**

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. For more information, [click here](#).

*Program Dates:* November 16-21, 2014

*Application Deadline:* October 17, 2014

*Location:* Stanford University

*Cost:* \$10,500 USD

*Contact Number:* 650.723.3341

### [Table of Contents](#)

#### **Managing Talent for Strategic Advantage**

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. For more information, [click here](#).

*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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## **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. For more information, [click here](#).

*Courses:* For course descriptions, [click here](#)

*Dates:* November 29-30, December 13-14, December 20-21

*Location:* University of Arkansas (Fayetteville, AR)

*Cost:* \$2,900

*Register:* For registration information, please visit our [website](#)

*Contact:* 479-575-2856

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## **University of California Berkeley**

### **Action Planning and Management for a New Business Venture**

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. For more information, [click here](#).

*Dates:* TBD

*Location:* San Francisco, CA

*Cost:* \$750

*Contact Number:* 510-642-4231

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### **Financial Analysis for 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 strategic and practical application in their daily management. For more information, [click here](#).

*Dates:* October 21 – October 25, 2013

*Location:* UC Berkeley campus

*Fee:* \$6,500

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## **University of California San Diego**

### **Accounting and Finance for Non-Financial Managers**

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. For more information, [click here](#).

*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**

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. For more information, [click here](#).

*Dates:* September 9- 13, 2013; February 17- 21, 2013

*Location:* Chicago campus

*Fee:* \$8,675

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### **Financial Analysis for Non Financial Managers**

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. For more information, [click here](#).

*Dates:* August 12 - 16, 2013; December 9 - 13, 2013

*Location:* Chicago campus

*Fee:* \$8,675

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## **University of Maryland**

### **Customer-Centric Innovation**

For an innovation to be successful in the market, it has to be customer centric. The key objective of this module is to understand how to overcome the challenge of designing and bringing to market elegant and efficient solutions to strong customer needs. This is a fundamental business challenge, faced when devel-

oping a new product or a new service, working in a startup or an established company, or serving customers who are individuals or large corporations. To address this challenge, we will study the various steps involved in the process of innovation, and identify the critical problems that are commonly faced by decision makers driving innovation. To understand how to tackle these decisions, we will study state of the art approaches, frameworks, tools and models that have been recently validated by innovative companies. This will be achieved via a mix of mini-case discussions, in-class exercises, and presentations. For more information, [click here](#).

*Dates:* TBD

*Location:* Ronald Regan Building and International Trade Center, Washington D.C

*Costs:* TBD

*Contact Number:* 301.314.1450

### [Table of Contents](#)

## **University of Michigan**

### **Advanced Human Resource Executive Program**

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. For more information, [click here](#).

*Dates:* October 28-November 8, 2013; March 17-28, 2014

*Location:* Ann Arbor MI

*Fee:* \$24,500

*Contact:* 734-763-1000

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## **University of Minnesota**

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

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. For more information, [click here](#).

*Dates:* 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**

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, and 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. For more information, [click here](#).

*Date:* October 8, 2013

*Location:* Columbia, Missouri

*Fees:* \$185

*Contact:* (573) 882-2860

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## **University of North Carolina at Chapel Hill**

### **Financial Analysis for Non-Financial Managers**

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. For more information, [click here](#).

*Dates:* September 18-20, 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 Richmond**

## **Mini MBA**

The Mini MBA<sup>®</sup>, 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. For more information, [click here](#).

*Dates:* September 16 – December 16, 2013

*Location:* Richmond, Virginia

*Fees:* \$3,575

*Cost:* (804) 289-8019 or [execed@richmond.edu](mailto:execed@richmond.edu)

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## **Project Budget and Cost Management**

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. For more information, [click here](#).

*Dates:* November 4-5, 2013

*Fees:* \$995

*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**

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. For more information, [click here](#).

*Dates:* November 5-7, 2013

*Fees:* \$1350/participant (\$1050/participant for two or more)

*Contact:* 803.777.2231 or 800.393.2362

### **[Table of Contents](#)**

## **University of Texas**

### **Accounting and Finance for Non-Financial Managers**

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. For more information, [click here](#).

*Date:* September 12-13, 2013 & February 6-7, 2014

*Location:* AT&T Executive Education and Conference Center

*Cost:* \$2,450 (Individual Course); \$11,500 - [General Management Certificate](#) (includes materials, lunches and breaks.)

### **[Table of Contents](#)**

## **University of Virginia**

### **Financial Management for Non-Financial Managers**

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. For more information, [click here](#).

*Dates:* October 13-18, 2013

*Fee:* \$8,900 per person.

*Location:* University of Virginia

*Contact Information:* Rebecca Yancey *Number:* 434-924-3000

## **University of Washington**

### **Finance and Accounting for Non-Financial Executives**

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. For more information, [click here](#).

*Dates:* October 30-November, 2013

*Location:* UW campus

*Fee:* \$2,475

*Contact:* 202-543-8560

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## **University of Wisconsin - Madison**

### **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. For more information, [click here](#).

*Program Dates:* October 14 – 16, 2013

*Cost:* \$1,895 USD

*Contact Number:* 608-441-7357

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### **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. For more information, [click here](#).

*Program Dates:* October 21-23, 2013; December 4-6, 2013

*Cost:* \$2,095 USD

*Contact Number:* 608-441-7357

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### **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. For more information, [click here](#).

*Program Dates:* August 26-28, 2013; December 4-6; 2013

*Cost:* \$1,795 USD

*Contact Number:* 608-441-7357

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## **Vanderbilt University**

### **Finance & Accounting for Non-Financial Managers**

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. For more information, [click here](#).

*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**

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. For more information, [click here](#).

*Date:* November 1, 2012

*Location:* St. Louis

*Fee:* \$750

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#### **Business Acumen for Lawyers Certificate**

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. For more information, [click here](#).

*Dates:* TBD

*Cost:* \$4000 USD

*Contact Number:* (314) 935-9494

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#### **Creating Value Through Mergers and Acquisitions**

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. For more information, [click here](#).

*Dates:* October 9-10, 2013 (Two day seminar)

*Cost:* \$1,500 USD

*Contact Number:* (314) 935-9494

#### **Disruptive Strategies**

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. For more information, [click here](#).

*Dates:* September 26, 2013

*Location:* St. Louis

*Cost:* \$750 USD

*Contact Number:* (314) 935-9494

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## **Financial Skills for Nonfinancial Managers (CERTIFICATE PROGRAM)**

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. For more information, [click here](#).

*Dates:* **Module 1:** October 30-31, 2013; **Module 2:** December 10-11, 2013; **Module 3:** January 21-22, 2014

*Location:* St. Louis

*Fee:* \$6,000

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## **Wharton-University of Pennsylvania**

### **Advancing Business Acumen**

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. For more information, [click here](#).

*Program Date:* October 27 – November 1, 2013 & June 8 – 13, 2014

*Cost:* \$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**

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. For more information, [click here](#).

*Program Date:* October 7-11, 2013& January 20 – 24, 2014

*Cost:* \$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**

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. For more information, [click here](#).

*Program Date:* September 23 – 27, 2013& February 24 – 28, 2013

*Cost:* \$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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## **Xavier University**

### **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. Completing this program meets the education requirements needed to sit for the CFP Certification Examination, and prepares you to be successful taking the test. For more information, [click here](#).

*Dates:* September 16, 2013-May 19, 2014

*Costs:* \$4,500 USD

*Contact Number:* 513-745-3396 or 800-982-2673

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## **Lean Certificate Program**

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. For more information, [click here](#).

*Dates:* Part 1 October 15-16, 2013 Part 2 November 13-14, 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**

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. For more information, [click here](#).

*Dates:* Part 1 - September 10-11, Part 2 - October 8-9, and Part 3 - November 5-6, 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**

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. For more information, [click here](#).

*Dates:* December 9-13, 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**

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. For more information, [click here](#).

*Dates:* October 29- 31, 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**

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. For more information, [click here](#).

*Dates:* September 13, 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**

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. For more information, [click here](#).

*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

*Contact Number:* Tina at 215-908-4601 or 215-886-1688 [tina@brodypro.com](mailto:tina@brodypro.com)

### [Table of Contents](#)

### **Influencing Without Authority 1:1 Coaching**

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. For more information, [click here](#).

Dates: All Dates TBD by participant  
 Location: TBD  
 Deadline: December 31, 2013  
 Cost: \$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)

### [Table of Contents](#)

## **Winning Negotiations 1:1 Coaching**

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. For more information, [click here](#).

Dates: All Dates TBD by participant  
 Location: TBD  
 Deadline: December 31, 2013  
 Cost: \$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**

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. For more information, [click here](#).

*Dates:* June 24-26, 2014  
*Location:* The Brookings Institution (Washington, DC)  
*Cost:* \$2,695  
*Contact:* (800) 925-5730

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## **Building Networks and Partnerships**



In this course, you will learn about the barriers to initiating interorganizational relationships and how to overcome them. You also will develop strategies to address conflicts that often arise in these relationships as well as how to create integrated solutions that achieve greater value for the public. For more information, [click here](#).

*Dates:* October 1-2, 2013

*Location:* The Brookings Institution (Washington, DC)

*Cost:* \$1,895

*Contact:* (800) 925-5730

### **Leading Through Influence**

In this new, interactive, two-day course, you will learn how to influence people both within and outside your chain of command. You will develop key skills of informal leadership: navigating politics, understanding power, and exercising influence. In addition, the course instructs you on ways to read and think through politically charged situations to resolve them. For more information, [click here](#).

*Dates:* September 10-11, 2013

*Location:* The Brookings Institution (Washington, DC)

*Cost:* \$1,895

*Contact:* (800) 925-5730

### **[Table of Contents](#)**

## **Center for Creative Leadership**

### **Leading for Organizational Impact: The Looking Glass Experiment**

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. For more information, [click here](#).

*Locations:* Greensboro, NC; San Diego, CA

*Dates:* For dates, please click the link: [here](#).

*Cost:* \$7,900

*Contact Information:* 1-336-545-2810

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## **Columbia University**

### **Negotiation Strategies**

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. For more information, [click here](#).

*Dates:* September 17-19, 2013; November 12-14, 2013; May 6-8, 2013; September 16-18, 2014; November 12-14, 2014

*Location:* Columbia University Campus, New York City

*Tuition:* \$5,650 includes materials and some meals.

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#### **Persuasion: Influencing Without Authority**

This course is 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. 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. For more information, [click here](#).

*Dates:* September 10 – 11, 2013

*Location:* Columbia University, NY

*Cost:* \$1,995

Contact Number: 212.854.0616

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## **Emory University**

#### **Strategies for Maximizing Negotiation Outcomes**

This workshop will prepare you to effectively plan and conduct real-world negotiations. The program will cover the diverse range of negotiation settings that all business professionals face – from simple to complex, short-term to long-term, intra-organizational to business-to-business, and professional to personal. By weaving together content and application exercises for a comprehensive learning experience, this workshop will equip you with the knowledge to confidently manage negotiations - a competency you will leverage throughout your career. For more information, [click here](#).

*Dates:* September 10 – 12, 2013

*Location:* Emory University

*Cost:* \$5,650.00

Contact Number: 404.727.2200

## **The Graduate School (DC)**

#### **Washington Executive Seminar**

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. For more information, [click here](#).

*Dates:* 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)

### [Table of Contents](#)

## **Harvard University**

### **Mastering Negotiation: Building Agreements Across Boundaries**

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. For more information, [click here](#).

*Dates(s):* April 6-11, 2014

*Location:* Harvard University

*Costs:* \$6,900 USD

*Contact Number:* 617-496-0484

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### **Creating Collaborative Solutions: Innovations in Governance**

Creating Collaborative Solutions program explores new methods of working across traditional jurisdictions and sectors to identify, understand, and address emerging social problems. For more information, [click here](#).

*Dates:* October 20, 2013- October 25, 2013

*Location:* Harvard University

*Costs:* \$6,900 USD

*Contact Number:* 617-496-0484

### [Table of Contents](#)

## **MIT Sloan School of Business**

## **Negotiation for Executives**

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. For more information, [click here](#).

*Dates:* Nov 05-06, 2013 | Apr 10-11, 2014 | Jun 10-11, 2014 | Oct 28-29, 2014

*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**

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. For more information, [click here](#).

*Dates:* TBD

*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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## **Northwestern University**

### **Creating and Managing Strategic Alliances**

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. For more information, [click here](#).

*Dates:* October 1-4, 2013; March 16-19, 2014; September 21-24, 2014

*Costs:* October 1-4, 2013 - \$6,000, March 16-19, 2014 - \$6,300, September 21-24, 2014 - \$6,300

*Contact Number:* 847-467-7000

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## **Negotiation Strategies for Managers**

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. For more information, [click here](#).

*Dates:* September 23-26, 2013; December 2-5, 2013; May 12-15, 2014; September 29 – October 2, 2014; December 1-4, 2014

*Costs:* September 23-26, 2013 - \$6,100; December 2-5, 2013 - \$6,100; May 12-15, 2014 - \$6,300; September 29 – October 2, 2014 - \$6,300; December 1-4, 2014 - \$6,300

*Contact Number:* 847-467-7000

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## **Office of Personnel Management**

### **Collaborative Leadership Seminar**

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. For more information, [click here](#).

*Date:* September 16-26, 2013

*Location:* EMDC, Shepherdstown, WV

*Costs:* 5,150

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## **Collaborating Across Organizational Boundaries**

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. For more information, [click here](#).

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

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### **Center for Global Leadership Series: Leadership for a Global Society**

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. For more information, [click here](#).

*Dates:* Upcoming sessions of this class have not been scheduled. It may be available as a custom program or by request. Please call 888-676-9632.

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### **Skillsoft: eLearning and Performance Support Solutions**

[Skillsoft](#) is a pioneer in the field of learning with a long history of innovation. Skillsoft provides cloud based learning solutions for its customers worldwide, ranging from global enterprises, government, and education to mid-sized and small businesses. Skillsoft's customer support teams draw on a wealth of in-house experience and a comprehensive learning e-library to develop off-the-shelf and custom learning programs tailored to cost-effectively meet customer needs. Skillsoft's courses, books and videos have been developed by industry leading learning experts to ensure that they maximize business skills, performance, and talent development.

[Skillsoft](#) maintains mappings for a variety of competency models. These mappings help to direct the individual learner to specific Skillsoft learning assets that are directly aligned with the particular subject area and training requirements. Nearly 500 hours of e-learning assets, 1,000 online books and book summaries, and 200 videos are aligned to the OPM Guide to Senior Executive Service Qualifications (ECQ's).

### **Skillsoft OPM-ECQ Building Coalitions/Communication**

*Content Summary:*

	Courses & Simulations		Books	Videos
	Hours	Assets		
<b>ECQ #5-BUILDING COALITIONS/ COMMUNICATION</b>	<b>39.2</b>	<b>50</b>	<b>128</b>	<b>17</b>
Partnering	22	26	40	5

Political Savvy	6.6	10	28	5
Influencing/Negotiating	10.6	14	60	7

[Click here](#) for a complete list of assets and descriptions specific to each ECQ competency.

*Dates:* Available 24x7x365

*Location:* Web-enabled content available with internet connectivity

*Cost:* Most US Federal agencies are currently licensed for a range of Skillssoft learning assets that can support Leadership Development initiatives. Please contact your organization's Training Administrator for specific information and access.

*More Information:* [https://community.skillssoft.com/USGOV/Competency\\_public.asp](https://community.skillssoft.com/USGOV/Competency_public.asp)

[Click here](#) for resources related to OPM's Federal Supervisory Training

Email [LeadershipTraining@Skillsoft.com](mailto:LeadershipTraining@Skillsoft.com) for additional guidance.

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## **Southern Methodist University**

### **Master Negotiation I**

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. For more information, [click here](#).

*Program Dates:* October 22 – 23, 2013

*Program Location:* Dallas, TX

*Cost:* \$1,995 USD

*Contact Number:* 214-768-3335

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## **Stanford University**

### **Influence and Negotiation Strategies Program**

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. For more information, [click here](#).

*Program Dates:* October 20 - 25, 2013

*Location:* Stanford University

*Cost:* \$11,000 USD

*Contact Number:* 650.723.3341

### [Table of Contents](#)

## **University of California Berkeley**

### **Best Practices in Negotiation**

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 savvy negotiator in such scenarios as buying, selling and financing cars, housing and other big-ticket situations. For more information, [click here](#).

*Dates:* TBD

*Location:* San Francisco, CA

*Cost:* \$325

*Contact Number:* 510-642-4231

### [Table of Contents](#)

### **Business Negotiating**

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. For more information, [click here](#).

*Dates:* TBD

*Location:* San Francisco, CA

*Cost:* \$750

*Contact Number:* 510-642-4231



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### **Innovations in Negotiation**

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. For more information, [click here](#).

*Dates:* TBD

*Location:* San Francisco, CA

*Cost:* \$325

*Contact Number:* 510-642-4231

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### **Women and Negotiation**

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. For more information, [click here](#).

*Dates:* TBD

*Location:* San Francisco, CA

*Cost:* \$295

*Contact Number:* 510-642-4231

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## **University of California Los Angeles**

### **Persuasive Communication**

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. For more information, [click here](#).

*Dates:* Available as Custom Program

*Location:* Los Angeles, CA

*Fee:* \$750

*Contact Number:* (310) 825-2001

### [Table of Contents](#)

## **University of Chicago**

### **Negotiation and Decision Making Strategies**

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. For more information, [click here](#).

*Dates:* October 21 – 25, 2013 & February 10- 14, 2014

*Location:* Chicago Campus

*Fee:* \$8,675

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## **University of Maryland**

### **Effective Negotiation Skills**

Negotiating to a win-win outcome is an essential part of effective business practice today, whether your negotiation partner is across the world, across the country, or across divisions in your company. This session will expose you to well-tested strategies that ensure you negotiate an outcome that not only satisfies you, but leaves your counterpart satisfied as well. We'll spend part of the day in simulated negotiation exercises where you'll get the opportunity to practice and hone your new skills. For more information, [click here](#).

*Dates:* TBD

*Location:* Ronald Regan Building and International Trade Center, Washington D.C

*Costs: TBD*

*Contact Number: 301.314.1450*

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## **University of Minnesota**

### **Negotiation Strategies for Executives**

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. For more information, [click here](#).

*Date: April 2014*

*Location: University of Minnesota*

*Fee: \$3,500*

*Contact: 612-625-5412*

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## **University of North Carolina at Chapel Hill**

### **Negotiation Skills for Effective Managers**

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. For more information, [click here](#).

*Dates: October 3-4, 2013*

*Tuition: \$2,700*

*Location: The Rizzo Conference Center; Chapel Hill, North Carolina*

*Contact: Phone 1-800-UNC-EXEC or Email [unc\\_exec@unc.edu](mailto:unc_exec@unc.edu)*

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## **University of South Carolina**

## **Leadership through People Skills®**

One of our highest-rated Executive Education programs, Leadership through People Skills is designed for both the rising star that needs to expand personnel management skills and the seasoned manager looking for new strategies to build staff performance and collaboration. For more information, [click here](#).

*Program Dates:* Dec. 9-12, 2013

*Cost:* \$2450/participant (\$1950/participant for two or more)

*Contact Number:* 803 777-4443 or 800.393.2362

### [Table of Contents](#)

## **International Negotiation: How to Overcome Cultural Business Challenges**

International Negotiation: How to Overcome Cultural Business Challenges 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. For more information, [click here](#).

*Program Dates:* June 25-26, 2013

*Cost:* \$1350/participant (\$1050/participant for two or more)

*Contact Number:* 803 777-4443 or 800.393.2362

### [Table of Contents](#)

## **University of Virginia**

### **Negotiating Success: A Learning Laboratory**

*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. For more information, [click here](#).

*Dates:* September 23-27, 2013 (Tentative)

*Fee:* 7,200

Information/Registration

Rebecca Yancey

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+1 434.924.3000 Worldwide

Fax +1 434.924.4402

Email: [Darden\\_Exed@arden.virginia.edu](mailto:Darden_Exed@arden.virginia.edu)

Web: [www.darden.virginia.edu/exed](http://www.darden.virginia.edu/exed)

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**University of Wisconsin - Madison**

**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. For more information, [click here](#).

*Program Dates:* November 18-20, 2013

*Cost:* \$1,795 USD

*Contact Number:* 608-441-7357

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**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. For more information, [click here](#).

*Program Dates:* August 12-14, 2013; September 30-October 2, 2013; December 9-11, 2013

*Cost:* \$1,895 USD

*Contact Number:* 608-441-7357

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**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. For more information, [click here](#).

*Program Dates:* October 28-30, 2013

*Cost:* \$1,895 USD

*Contact Number:* 608-441-7357

### [Table of Contents](#)

## **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. For more information, [click here](#).

*Program Dates:* TBD

*Cost:* \$1,395 USD

*Contact Number:* 608-441-7357

### [Table of Contents](#)

## **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. For more information, [click here](#).

*Program Dates:* August 8-9, 2013; October 10-11, 2013;

*Cost:* \$1,395 USD

*Contact Number:* 608-441-7357

### [Table of Contents](#)

## **Vanderbilt University**

### **Negotiation Skills for Managers**

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. For more information, [click here](#).

*Date:* TBD

*Location:* Owen Graduate School of Management, Nashville, TN

*Cost:* \$1,980

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## **Wharton—University of Pennsylvania**

### **Global Strategic Leadership**

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. For more information, [click here](#).

*Program Date:* December 3-5, 2013

*Cost:* \$7,500 USD

*Contact Name:* Katrina S. Clark

*Contact Number:* 215-898-1776

*Contact Email* – [execed@wharton.upenn.edu](mailto:execed@wharton.upenn.edu)

### [Table of Contents](#)

### **Executive Negotiation Workshop: Bargaining for Advantage**

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. For more information, [click here](#).

*Program Date:* July 22-26, 2013, November 18-22, 2013

*Cost:* \$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**

*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, which focuses more on valuation and legal issues. For more information, [click here](#).

*Program Date:* November 11-14, 2013 & April 28-May 1, 2014

*Cost:* \$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**

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. For more information, [click here](#).

*Dates:* November 19, 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.

### **Brookings Institute**

#### **Interpersonal Savvy**

This course helps you develop the agility to gauge your impact on others, be attentive to emotional cues, and cultivate empathy. The interactive course includes exercises that will help you build valuable skills and create cultures rich in feedback. For more information, [click here](#).

*Dates:* May 28-29, 2013

*Location:* Brookings Institute (Washington DC)

*Cost:* \$1,895

*Contact Information:* (800) 925-5730

#### **[Table of Contents](#)**

### **Harvard University**

#### **Art and Practice of Leadership Development:**

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. For more information, [click here](#).

*Dates:* May 16 – 23, 2104

*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**

#### **[Table of Contents](#)**

### **Office of Personnel Management**

## **Executive Communication Skills: Leading the Process of Change**

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. For more information, [click here](#).

*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

### **[Table of Contents](#)**

## **Understanding The 360-Degree Leader**

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. For more information, [click here](#).

*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**

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. For more information, [click here](#).

*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

### [Table of Contents](#)

## **The Aspen Institute Global Seminar**

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. For more information, [click here](#).

*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**

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. For more information, [click here](#).

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

### [Table of Contents](#)

## **Rice University**

### **Leadership Communications**

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. For more information, [click here](#).

*Dates:* TBD

*Application Deadline:* TBD

*Costs:* \$2,500 USD

*Contact Number:* 713.348.6060

### [Table of Contents](#)

## **Rutgers University**

### **Would You Want To Work For You? The Formula for Great Management**

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. For more information, [click here](#).

*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)

*Contact:* Phone 856.225.6685 or Email [execed@camden.rutgers.edu](mailto:execed@camden.rutgers.edu)

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## **Skillsoft: eLearning and Performance Support Solutions**

[Skillsoft](#) is a pioneer in the field of learning with a long history of innovation. Skillsoft provides cloud based learning solutions for its customers worldwide, ranging from global enterprises, government, and education to mid-sized and small businesses. Skillsoft's customer support teams draw on a wealth of in-house experience and a comprehensive learning e-library to develop off-the-shelf and custom learning programs tailored to cost-effectively meet customer needs. Skillsoft's courses, books and videos have been developed by industry leading learning experts to ensure that they maximize business skills, performance, and talent development.

[Skillsoft](#) maintains mappings for a variety of competency models. These mappings help to direct the individual learner to specific Skillsoft learning assets that are directly aligned with the particular subject area and training requirements. Nearly 500 hours of e-learning assets, 1,000 online books and book summaries, and 200 videos are aligned to the OPM Guide to Senior Executive Service Qualifications (ECQ's).

## Skillsoft OPM-ECQ Fundamental Competencies

### Content Summary:

	Courses & Simulations		Books	Videos
	Hours	Assets		
<b>Fundamental Competencies</b>	<b>84.8</b>	<b>97</b>	<b>184</b>	<b>34</b>
Interpersonal Skills	18	18	29	2
Oral Communication	20	21	33	8
Written Communication	16.4	16	36	10
Integrity/Honesty	6.8	10	36	5
Continual Learning	16.4	23	34	5
Public Service Motivation	7.2	9	16	4

[Click here](#) for a complete list of assets and descriptions specific to each ECQ competency.

*Dates:* Available 24x7x365

*Location:* Web-enabled content available with internet connectivity

*Cost:* Most US Federal agencies are currently licensed for a range of Skillsoft learning assets that can support Leadership Development initiatives. Please contact your organization's Training Administrator for specific information and access.

*More Information:* [https://community.skillsoft.com/USGOV/Competency\\_public.asp](https://community.skillsoft.com/USGOV/Competency_public.asp)

[Click here](#) for resources related to OPM's Federal Supervisory Training

Email [LeadershipTraining@Skillsoft.com](mailto:LeadershipTraining@Skillsoft.com) for additional guidance.

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## University of California Berkeley

### Emotional Intelligence (EQ) and Improvisation: Building Your Leadership Toolkit

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. For more information, [click here](#).

*Dates:* July 12, 2013

*Location:* San Francisco, CA

*Cost:* \$295

*Contact Number:* 510-642-4231

### [Table of Contents](#)

## Essentials of Management

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. For more information, [click here](#).

*Dates:* TBD

*Location:* San Francisco, CA

*Cost:* \$750

*Contact Number:* 510-642-4231

### [Table of Contents](#)

## The Coach Approach to Effective Communication and Leadership Development

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. For more information, [click here](#).

*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

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. For more information, [click here](#).

*Dates:* TBD

*Location:* San Francisco, CA

*Cost:* \$525

*Contact Number:* 510-642-4231

### [Table of Contents](#)

## **Interpersonal Communication Skills for Business part II**

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. For more information, [click here](#).

*Dates:* July 20, 2013

*Location:* San Francisco, CA

*Cost:* \$525

*Contact Number:* 510-642-4231

### [Table of Contents](#)

## **University of Minnesota**

### **Authentic Leadership: Purpose, Passion, and Courage**

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. For more information, [click here](#).

*Date:* November 11-13, 2013

*Location:* University of Minnesota

*Cost:* \$3,500

*Contact:* 612-625-5412

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### **Creating and Executing Strategies**

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. For more information, [click here](#).

*Dates:* October 8-10, 2013

*Location:* University of Minnesota

*Cost:* \$3,000

Contact: 612-625-5412

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## **Critical Thinking and Communication**

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. For more information, [click here](#).

*Date:* November 4-6, 2013

*Location:* University of Minnesota

*Cost:* \$1,500

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## **Washington University in St. Louis**

### **Communications Require More Than a Compass**

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. For more information, [click here](#).

*Date:* April 4, 2013

*Location:* St. Louis - Charles F. Knight Executive Education Center

*Cost:* \$750

*Contact Number:* (314) 935-9494

### [Table of Contents](#)

## **The Emotionally Intelligent Leader**



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. For more information, [click here](#).

*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**

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. For more information, [click here](#).

*Dates:* October 22, 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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**Appendix of Washington DC Area Programs**

<b><u>ECQ1: Leading Change</u></b>
<a href="#"><u>American University</u></a>
<a href="#"><u>Brookings Institute</u></a>
<a href="#"><u>Georgetown University</u></a>
<a href="#"><u>George Washington University</u></a>
<a href="#"><u>Office of Personnel Management</u></a>
<a href="#"><u>University of Richmond</u></a>
<a href="#"><u>University of Virginia</u></a>
<b><u>ECQ2: Leading People</u></b>
<a href="#"><u>Brookings Institute</u></a>
<a href="#"><u>George Mason University</u></a>
<a href="#"><u>George Washington University</u></a>
<a href="#"><u>The Graduate School</u></a>
<a href="#"><u>The Ken Blanchard Companies</u></a>
<a href="#"><u>Office of Personnel Management</u></a>
<a href="#"><u>University of Richmond</u></a>
<a href="#"><u>University of Virginia</u></a>
<b><u>ECQ3: Results Driven</u></b>
<a href="#"><u>Brookings Institute</u></a>
<a href="#"><u>George Washington University</u></a>
<a href="#"><u>The Graduate School</u></a>
<a href="#"><u>University of Maryland College Park</u></a>
<a href="#"><u>Office of Personnel Management</u></a>
<a href="#"><u>University of Richmond</u></a>
<a href="#"><u>University of Virginia</u></a>
<b><u>ECQ4: Business Acumen</u></b>
<a href="#"><u>American University</u></a>
<a href="#"><u>Brookings Institute</u></a>
<a href="#"><u>Georgetown University</u></a>
<a href="#"><u>The Graduate School</u></a>
<a href="#"><u>Office of Personnel Management</u></a>
<a href="#"><u>University of Richmond</u></a>
<a href="#"><u>University of Virginia</u></a>
<b><u>ECQ5: Coalition Building</u></b>
<a href="#"><u>Brookings Institute</u></a>

<a href="#">Georgetown University</a>
<a href="#">The Graduate School</a>
<a href="#">George Washington University</a>
<a href="#">Office of Personnel Management</a>
<a href="#">University of Richmond</a>
<a href="#">University of Virginia</a>
<b><u>Fundamental Competencies</u></b>
<a href="#">Office of Personnel Management</a>

## Master Course Index

This edition of the catalog provides an index of all of the previous mentioned classes. Users will be able to navigate through the index by **double clicking the table below**. From there they can scroll down to see all of the classes and scroll right to see the website associated with the course. The index is filtered in the following order: first by *State/Location*, second by *ECQ*, and then finally by *Cost*. The State/Location is organized alphabetically, the ECQs are organized numerically, and the Cost is organized numerically, from least to most expensive. The three classifications are useful in identifying programs in a particular state, along with ECQ concentration and cost. **Users can also click the arrow at the top of each column to sort by a specific category.** Utilizing this index can be effective in making the most cost-effective and appropriate class selection for one's executive learning needs.

**For a web based easier to read version of this table [click here](#).** This version uses Microsoft's SkyDrive, a web application that has a Microsoft Excel feature, to display the information. The online version allows users to conduct many of the basic functions of Excel like sorting and filtering, while also providing users with a larger, more user-friendly interface. When using SkyDrive to view the table, users should be patient as they scroll down as it takes time to load all of the classes. Also when using the filtering and sorting functions users should not be alarmed if the screen becomes blank, because it will return back to the document after they choose a function. Furthermore, if a user has a SkyDrive account they would be able to download the index and be able to view in as an Excel document.

Class	State/Location	ECQ	Cost (\$)	University/Institution
Managerial Leadership	AR	1	2,400	University of Arkansas
Walton Emerging Leaders Program	AR	1	5,500	University of Arkansas
Certificate in Business Analytics	AR	4	2,900	University of Arkansas
Leadership for Public Service Professionals	AZ	1	2,000	University of Arizona
Optimal Performance on the Job: Achieving Work-Life Integration	CA	1	295	University of California Berkley
Change Management	CA	1	325	University of California San Diego
Creating a Culture of Innovation	CA	1	325	University of California San Diego
Moving On Up: Women and Leadership	CA	1	625	University of California Berkley

## Recommended ECQ Readings by Author

The reading list consists of categories which include the author, title, date, ECQ, and a brief summary of the book. Users will be able to navigate through the index by **double clicking the table below**. From there they can scroll down to see all of the books and scroll right to see the ECQ and the summary associated with the book. The authors are listed in alphabetical order, therefore a user can easily identify specific author's work. However, if a reader wishes to identify books by the title or by the ECQ, he/she can press the downwards arrow in the first row of the column the user wishes to sort by. The dates are listed to give a general idea of how recent the book was published.

For a web based model of this table, [click here](#). This version uses Microsoft's SkyDrive, a web application that has a Microsoft Excel feature, to display the information. The online version allows users to conduct many of the basic functions of Excel like sorting and filtering, while also providing users with a larger, more user-friendly interface. When using SkyDrive to view the table, users should be patient as they scroll down as it takes time to load all of the classes. Also when using the filtering and sorting functions users should not be alarmed if the screen becomes blank, because it will return back to the document after they choose a function. Furthermore, if a user has a SkyDrive account they would be able to download the index and be able to view in as an Excel document.

Author	Title(s) in alphabetical order (by author)	Date	ECQ-1	ECQ-2	ECQ-3
Abrashoff, Michael	It's Your Ship: Management Techniques from the Best Damn Ship in the Navy	2002		X	
Ackerman, Laurence D.	Identity is Destiny	2000	X		
Adair, John	Not Bosses But Leaders: How to Lead the Way to Success	2005	X		
Adair, John	The Inspirational Leader	2009	X	X	
Adamson, Daniel de Faro and Joe Andrew	The Blue Way: How to Profit Investing in a Better World	2007			X
Adler, Ronald and Jeanne Marquardt Elmhorst	Communicating at Work: Principles and Practices for Business and the Professions	2009			
Ahlich, Nancy S.	Manager of Choice	2003	X		

## 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 your career plan. Career planning is an ongoing process that begins with the initial definition of your career goals. Then periodically, you must revisit your set of personal 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. Everyone, whether they are support staff, mid-level staff, supervision/management or executives, can benefit tremendously from career planning.

? If you're reading this introduction and looking through this catalog, you're already 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 helps 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 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.

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 example 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:

- *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 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 its 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 and work environment 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, it 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 allows 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](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](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](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](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 IDPs 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 (is it required for all agencies?). 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 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 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 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 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 confirm you are on track and making progress in your career development.

Special note: IDPs are not just for career planning or finding a new job. IDPs 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](#)
- [U.S. Department of Labor](#)
- [U.S. Environmental Protection Agency](#)
- [U.S. Department of Navy](#)
- [U.S. Small Business Administration](#)
- [U.S. Department of Education](#)
- [U.S. Department of Treasury](#)
- [U.S. Department of Veterans Affairs](#)

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 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 is important to identify what you need to do in order to improve your skills and competencies, it is 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 Commerce:  
[http://hr.commerce.gov/Employees/TrainingandDevelopment/DEV01\\_006099](http://hr.commerce.gov/Employees/TrainingandDevelopment/DEV01_006099)

- U.S. Department of Health and Human Services: <https://mentoring.hhs.gov/>
- (Alphabetized)

### **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



## Interview Skills

The interview is the most important part of the hiring process. It is also the part that you, as the applicant, have the most control over. Most managers are taught to allow the interviewee to speak at least three-quarters of the time: this means, with proper preparation, you can control three-quarters of the conversation! A study conducted by the United States Merit Systems Protection Board found that 95% of federal supervisors rely on the information obtained from an interview “a great” or “moderate extent” when making hiring decisions. Not only are interviews used in hiring decisions, but 61% of federal supervisors believe that they predict job performance to “a great extent.” Interviewing is a skill that takes practice and dedication, but the payoff is certainly worth it. It is usually the last step in the hiring process and a good interview will often make the difference between receiving a job offer or not.

As you begin to plan and prepare for your interview, this guide will offer some helpful tips and suggestions including:

- Some basic “[do’s](#) and [don’ts](#)” of interviewing
- [Descriptions of the types of questions you may be asked: standard, behavioral, situational](#)
- [Types of interviews: structured, panel, non-traditional](#)
- Methods for success in any interview situation, including [the STAR method](#)
- A brief overview on interviewing for [Senior Executive Service](#) positions
- [Outside sources](#)

### Basic Do’s and Don’ts

Since you have already been hired by a federal agency you have a great deal of interviewing experience and expertise. However, it is always helpful to review the basics.

#### *Do’s*

- Give yourself ample time to get to the interview and arrive 10-15 minutes early. Some federal agencies may have strict security requirements which will add to your time getting to the interview. Factor this in and ask your interviewer about any necessary IDs or paperwork that you need to bring.
- Dress conservatively and overdress if you are unsure how formal the dress code is.
- Stay up to date on the agency: any recent headlines, new hires, etc. So much information about federal agencies makes it to the newspapers that you should be well-versed on what is going on.
- Know everything on your resume and be prepared to discuss it in detail
- Prepare thoughtful questions for the interviewer. This is an easy way to further indicate your interest in the position, show that you’ve done your homework and demonstrate interpersonal skills. Some types of questions you can ask can be about the position itself, the agency that you will be working for or the field as a whole.
- Practice, practice, practice!
- Send a thank you note to the interviewer within two days of your interview. Most businesses will accept an emailed thank-you letter. Examples of thank you letters can be found [here](#).

#### *Don’ts*

- Consider any question to be a throwaway. Even simple questions such as “Tell me about yourself...” or “What are some hobbies?” are easy ways to sell yourself and showcase your interpersonal skills. The Harvard Career Center advises that you tailor your response to “So tell me about yourself...” specifically to the job that you are applying to: what past relevant experiences you have had, where your interests lie and why you are applying today.
- Lie. Instead, turn a weak point into a learning experience. Honesty is the best policy.
- Neglect the importance of knowing your long-term goals and how the job you are interviewing for fits into this trajectory.

### Types of Interview Questions and How to Prepare

There are three primary types of interview questions: the standard question, the behavioral question and the situational question. The type of questions you are asked may depend on the level of the job that you are applying for. Most managerial and supervisory positions will rely more heavily on behavioral questions, as the interviewer is most interested what you have previously accomplished in these types of positions. For lower level positions, more of the questions may be situational, since the interviewer understands that you do not have the same level of practical experience.

#### *Standard Questions*

These are the archetypal interview questions that you are probably very familiar with by this point. These questions may include:

- What are your strengths and weaknesses?
- Where do you see yourself in \_\_\_\_ years?
- Why are you interested in this position?
- Do you consider yourself to be organized?
- Do you work well in teams?
- Tell me about yourself.

#### *Behavioral Questions*

Behavioral interview questions are more in-depth than a traditional interview question and are also known as *experience-based interview questions*. They cannot be answered by a simple yes or no and are often very vague. The reason that many employers use these kinds of questions is to find out about a candidate’s past behavior in specific situations; after all, past behavior is a reliable indicator of a candidate’s ability to make a good decision. A good way to think of behavioral interview questions is less of a question with a direct answer but instead a prompt for discussion. Oftentimes the interviewer will take notes of the candidate’s responses to these types of questions.

#### Examples of Behavioral Interview Questions (courtesy of Virginia Tech’s Career Services Office)

- Give an example of a time when you had to be quick in coming to a decision.
- Give an example of an important goal you had to set and describe your progress in reaching that goal.
- Describe a situation when you had deal with an upset supervisor or co-worker.

#### How to Succeed in Behavioral Interviews: the STAR Method

Now that you have a clear understanding of what the behavioral interview looks like, there are a few specific techniques to learn in order to prepare for it. The mnemonic for behavioral interview responses is: STAR, or Situation, Task, Action, Result. STAR is a way to structure your response to behavioral questions for maximum clarity and effectiveness.

The nature of behavioral interviewing calls upon your ability to recall a past situation and explain what you did in it, all the while showcasing a specific ability that you possess. The most effective answer to a behavioral interview question is a very specific one. A great way to prepare for behavioral interviews in government jobs is to look at the KSAs required for that position and prepare STAR responses that directly relate to the KSAs.

Suppose you are prompted by your interviewer with this statement: “Describe a time when you were forced to make an unpopular decision.” How could you use the STAR method to respond to this? First, describe the *situation* in which you had to make the unpopular decision. Give enough background information so that the interviewer understands why this decision needed to be made. The situation could be from a past job, volunteer experience or other leadership position. Then, describe the *task* at hand. Perhaps the *task* was what required this unpopular decision to be made. Then, detail the *action* that you took. For this question, the *action* is listed in the prompt itself: making the unpopular decision. You may also include the different policies and processes required by this action, focusing on those that you spearheaded. Finally, describe the *result* of the *action* that you took. It is very important that you choose a *situation* that had positive *results*. You want to portray yourself in the best light possible. Keep in mind that you are telling a story and as such, it should have a clear beginning, middle and end.

Here is a more detailed example of how to use the STAR method in an interview, using the same prompt. Let’s imagine that you are tasked with changing an office process that has become outdated and inefficient, however, the office staff is very resistant to change. First, describe the *situation* that the office was facing (why the process needed to be changed) and also the current office environment that created an issue for implementation. Then, discuss what you were *tasked* with doing: perhaps your supervisor demanded that the current office process be changed within a certain amount of time in order to meet a specific productivity goal. Elaborate on what *actions* you undertook in order to fulfill your *task*. Be specific: what programs did you implement, what meetings did you hold, etc. In this situation, ensure that you cover what you did to encourage the office’s adoption of the new practice despite their misgivings. Make sure to emphasize the *actions* that you specifically oversaw. Finally, discuss the positive *results* of your *actions*. Perhaps you held an extremely effective training session for your entire staff which led to a 100% participation rate in the new office process and that, in addition, the staff reported increased efficiency, fulfilling the *task* that your supervisor had mandated.

### *Situational Interview Questions:*

Most often, *situational* interview questions are described as the hypothetical version of *behavioral* interview questions. So, instead of asking you to recall a past occurrence using the STAR method, the interviewer wants to know what you *would* do in a particular situation. Often the questions are similar in content to behavioral questions. Some sources consider *situational* and *behavioral* interview questions to be the same.



### Examples of Situational Interview Questions

- Your supervisor is very upset with you and your co-worker for a project both of you worked on. However, the mistake that your supervisor is very upset about is in the portion that your co-worker produced. What would you do?
- Please give us an idea of what you will do during your first three months if you are selected for this position. For example, how will you get up to speed on the organizations you support? How will you deal with your new employees and the upper management? What will be your approach to managing this transition?
- How would you handle a situation when someone asks you to do something that goes against this agency's policy or regulation?

### Types of Interviews: The Structured Interview, the Panel Interview, the Non-Traditional Interview

These types of interviews are not necessarily mutually exclusive. Most panel interviews will be structured and non-traditional interviews may also be structured. You are most likely to have a panel interview if you are applying for a higher-level position (in the federal government, above a GS-9).

#### *The Structured Interview*

According to research performed by the U.S. Merit Systems Protection Board, structured interviews have high levels of reliability (defined as consistency among interviewers) and validity (defined by how well the interview measures what it is supposed to measure). Structured interviews are also less vulnerable to bias or other unfairness. Every candidate will have the same interview experience and are usually evaluated on a pre-set numerical scale. As such, the Office of Personnel Management recommends the use of the structured interview when making hiring decisions and has published specific guidelines to help supervisors create these interviews. We are able to examine these guidelines and infer ways to best prepare for the structured interview.

#### *Components of a Structured Interview*

A structured interview is designed around the competencies that a specific job requires. It may include *standard*, *behavioral* and *situational* interview questions. These questions are all specifically written to uncover whether the candidate possesses the necessary competencies for the position. Typically, the interview assesses four to six primary competencies.

#### An Example

Competencies may be listed as KSAs or in the “qualifications required” section of the USAJOBS announcement. The designer of the interview will refer to these when creating the questions for the interview. Let's say that the job announcement lists, among others, interpersonal skills as a necessary competency. OPM defines interpersonal skills embodied by someone who “shows understanding... tact... and politeness to others, relates well to people from varied backgrounds [and] is sensitive to cultural diversity.” So, to determine a candidate's interpersonal skills, the interviewer could ask one of these questions:

- (*standard*) Are you comfortable interacting with people of different backgrounds than yourself?

- *(behavioral)* Tell us about a time that you had to work in a team with people different from yourself to accomplish a project. What kinds of issues arose?
- *(situational)* If you had to work in a group with people different from yourself, how would you handle the situation?

### *How to Prepare for the Structured Interview*

To prepare for a structured interview, it is extremely important that you are familiar with the competencies required of you for the job, beyond specific educational or experience requirements. This is similar to the first step of preparation for behavioral interview questions; after all, structured interviews will usually include behavioral questions. If “communication skills”, “organizational ability,” and “research experience” are three primary competencies for the position that you are applying for, ensure that you have STAR answers for questions about all three of them. Because the structured interview is scored by a preset scale, it is important that your answers are as clear and relevant as possible so as to achieve the maximum possible score. It is also unlikely that there will be much small talk in a structure interview scenario since one of its guiding aims is a lack of bias.

### *Panel Interviews*

Panel interviews are recommended whenever possible, so don't be taken aback if you have more than one interviewer! For higher level positions, you should assume that you will have a panel interview and prepare yourself as such. Panel interviews allow for more opinions on your interview which results in less bias risk as well as a more conclusive view of your abilities. If you are nervous about speaking to multiple people at once, you can politely ask your point of contact at the department where you are interviewing whether or not you should be expecting a panel interview or not so that you can prepare accordingly. Don't be intimidated by a panel interview as they tend to actually be more effective than a one-person interview. Perhaps one person didn't understand the point you were trying to make but the other two did: this keeps you in the running for the position.

On the whole, you should prepare for a structured panel interview as you would for any other interview, making sure that your answers are clear enough for several people to understand. Make sure you properly introduce yourself to each member on the panel and make sure that you remember their names. As in any interview situation, social graces and maintaining proper eye contact are very important in the panel interview. Always focus your attention on the person who is speaking to you. If it is a short question, you can maintain eye contact with them for the entirety of the response. If it is a longer question, however, make sure you scan the panel and engage proper eye contact with each of the interviewers. Pay equal amounts of attention to each interviewer and, as always, be polite and amiable.

### *Non-Traditional Interviews*

While phone interviews have long been the norm and sometimes serve as the first step in the interview process, Skype and other videoconferencing systems have become popular for interviews. While the content of these types of interviews will be the same as a standard face-to-face interview, there are certain additional things you should do to prepare for them.

Make sure your Internet connection is reliable. If it's not working properly, go somewhere with a stronger connection so as to avoid any technical difficulties.

- Dress up as you would for an in-person interview. Just because the interview may be taking place at your home does not mean that you should wear lounge clothes.
- Conduct the interview in a place as private as possible so as to avoid any distractions or interruptions.
- If you are being interviewed in your home, be mindful of anything you have hanging on the walls or anything else that is visible in the background.
- Choose a flattering camera angle and make sure that the area you are sitting in is well lit.
- When you are speaking, look into the camera and not at the screen. Looking at the screen will come across as if you are avoiding eye contact, even though you are not trying to do so.
- If you have a username on whichever videoconferencing system you are using, make sure that it is professional and appropriate.

### *The Senior Executive Service*

After an SES candidate has passed the Rating Panel stage of the application process, they will face an interview, which is typically a *panel interview* and is always *structured*, as all SES candidates must be asked the same questions to ensure maximum fairness. The interviewer or interviewers will be at the SES level as well. There are two primary possibilities for SES interviews: it can be a single supervisor who interviews all the candidates or a panel that then refers the top candidates to the supervisor.

Since any SES position ties back to the 5 Executive Core Qualifications (ECQ's), you must be intimately familiar with the ECQ statements you wrote when applying for the job. Much of the interview will focus around these qualifications. You will be assessed on each ECQ throughout the hiring process, so expect them to come up in the interview as well. You must also be able to talk about your leadership capabilities concisely and effectively, as you are applying for a leadership position. The Navy has published a very helpful guide on how to prepare for the SES application process, including the interview, found [here](#).

### Conclusion and Helpful Sources

Hopefully this advice has helped you in understanding and preparing for the interview process. However, should you have further questions, the Internet has a breadth of resources that may be of further assistance and I have listed some here for you to explore:

[Army Corps of Engineers Fact Sheet on Situational Interview Questions](#)

[Denham Resources' YouTube Channel](#) features many possible interview questions and their respective [good answers](#), [bad answers](#) and [ugly answers](#).

[Department of Veterans Affairs Information on Performance Based Interviewing](#)

[Dominican College's Fact Sheet on Different Types of Interview Questions](#)

[Drexel Fact Sheet on the STAR Technique](#)

Georgetown University Alumni Career Services' Video on: ["7 Tips for Nailing Your Next Interview"](#) (Via YouTube)

Georgetown University Alumni Career Services' Video on: [“Interview like a Talk Show Host- Land the Job”](#) (Via YouTube)

Georgetown University Alumni Career Services' Video on: [“Interviewing Skills: How to Land That Job”](#) (Via YouTube)

Georgetown University Alumni Career Services' Video on: [“Resumes and Interviewing for Advanced Professionals”](#) (Via YouTube)

[Harvard Career Center Webinar](#)

[Harvard Extension School's Module on Interviewing \(includes information on the private sector\)](#)

[Martineau Recruiting Sample Behavioral Interview Questions and Explanation of STAR Technique](#)

[Monster's Portal of Interview Advice Articles](#) (almost 200 articles!)

[Monster's Master List of 100 Potential Interview Questions](#)

[NASA's List of Interview Questions for Supervisory Positions](#)

[Northeastern University's Guide to Thank You Letter Etiquette](#)

[OPM's Practical Guide to the Structured Interview](#)

[TSA's Article on “Preparing for a Competency-Based Interview”](#)

[TSA's Article on “Navigating the Competency-Based Interview”](#)

[U.S. Navy's Guide on “How to Prepare for the Senior Executive Service”](#)

[VA's Publication on Interviewing Technique Guides](#) (written specifically for veterans, but others may find this useful)

[Virginia Tech Career Services Fact Sheet on Behavioral Interviewing](#)

[YouTube Video on How to Answer “Tell Me about Yourself”](#)

[YouTube Video on “Interview Do's and Don'ts”](#)

[YouTube Video on “Interview Questions That You Might Be Asked”](#)

[YouTube Video on “Interview Tips”](#)

[YouTube Video on “Interview Tips—Body Language”](#)

[YouTube Video on “Pre-Interview Preparation”](#)

[YouTube Video on “The Worst Interview Ever”](#)

## **Federal Resume Guide**

### **Introduction**

Are you a current federal employee looking to move up the career ladder? Maybe you want to make a lateral move to another department or agency? Or perhaps you are seeking a transition from the private sector or active military service to the civilian workforce? Whatever your background, your federal resume will serve as the first step in advancing your career. It is your personal presentation and marketing piece to potential employers, and therefore critical to your future success. Your resume represents an opportunity to convey that you are both a confident and qualified individual, and deserve the position you are seeking. For this reason, it is important to invest enough time in your resume to ensure it is adequately planned and organized, and represents a superior product, i.e. you!

### **Overview of the Federal Hiring Process**

[USAJOBS](#) is the U.S. Government's official system/program for Federal jobs and employment information. Open position listings within the Federal Government, i.e., vacancy announcements, are advertised on this website for at least two weeks. USAJOBS offers the option to upload an existing resume or use their *ResumeBuilder* tool to generate an entirely new resume. It is recommended that you use the *ResumeBuilder*, as some vacancy announcements may not accept an uploaded resume. USAJOBS will allow you to store up to five distinct resumes online.

Due to the volume of applications received for any given vacancy announcement within USAJobs, your resume will most likely be processed through an electronic filtering mechanism before reaching human hands. Your resume will also be ranked according to certain preferences (e.g., veterans, disability, etc.) and rated based on the extent and quality of your experience, education and training described in your online resume as it relates to the duties of the advertised position. **Due to this computerized ranking and rating system, it is essential that you tailor the experience listed on your federal resume to the specific position to which you are applying.**

For more information, consult the General Services Administration's page on getting the most out of USAJobs:

<http://www.gsa.gov/portal/content/105310>

Once your application is rated, a quality review will be conducted by the Human Resources Department and/or Subject Matter Expert (SME). Resumes will then be forwarded to the Hiring Manager for interview consideration. Once a hiring decision has been made, applicants will be notified and debriefs will be offered to those who interviewed but did not receive the position.

### **The Importance of the Federal Resume**

In the private sector, resumes are tailored to illustrate a wide variety of skills and abilities in hopes of getting a candidate's foot in the door and obtaining an interview. They are used to create a good first impression and generate general interest. This is not the case for federal resumes. The federal resume's sole purpose is to demonstrate that you possess the necessary qualifications for the position. You must show in your writing that you meet eligibility requirements and are the best candidate for the position, as more often than not a decision-panel designates their primary candidate for a vacancy before an interview even takes place. If you qualify for hiring preferences such as disability or veteran status, make sure to mention this on your federal resume. If you don't include something on your resume, you may never get the chance to mention it!

Additionally, a federal resume should be very detail-oriented, going into much greater depth about your skills and accomplishments. For this reason, federal resumes are generally longer (2-5 pages) than private sector resumes. Federal Resumes also contain more personal information than would be found in their private sector counterparts.

### **Federal Resume Myths**

There are many philosophies surrounding resume writing techniques. Before approaching the task of writing a quality resume, let's review some common misconceptions surrounding the process.

#### **Your resume must be one page long.**

**Myth** – While a one-page limit may be required for a private sector resume, a good federal resume will be substantially longer. Federal resumes are more detailed than standard resumes. In order to effectively detail your skills, past duties, and accomplishments, a range of 2-5 pages is acceptable. Although you have the opportunity to include more information, it is important to be clear and concise. Avoid rambling...longer is not always better.

#### **The Feds can translate my private sector resume into their format.**

**Myth** – Federal resumes require specific information that is often not included on private sector resumes. If you do not include this information, you may prevent yourself from being considered. While you can use your current resume as a starting point for your federal resume, it is important to draft an entirely new resume.

#### **I can use the same resume for multiple vacancy announcement applications.**

**Myth** – Using the same resume to apply for several Federal jobs is a recipe for disaster. Human Resources Specialists, as well as computer filtering mechanisms, pay particular attention to the inclusion of specific key words and phrases from the job announcement in your resume. Furthermore, each application should include a resume carefully tailored to the specific position for which you are applying, to ensure you exhibit the necessary qualifications.

#### **My resume isn't all that great, but my interviewing skills will "WOW" any recruiter.**

**Myth**-Unless your resume satisfies certain requirements, you will not move on to another part of the hiring process. Do not count on making up for inadequacies in an interview; your resume must represent the best product possible.

## Resume Writing Mindset

Before you begin, it may be helpful to compile all the information you want to include in your resume. The writing process will be much more efficient and fluid this way, and it will ensure you don't forget to include anything.

It is important to thoroughly review the vacancy announcement for the position you are seeking. You will be tailoring your resume to this information and are strongly advised to use similar language in your writing. Make sure to include important keywords and specific phrases from the announcement in your resume, as human resources will expect to see them. It is also essential that your resume addresses every qualification. You may find it helpful to research the specific agency's mission statement and operational structure to better understand what anyone attempting to fill the position will be looking for.

Federal resumes follow a similar format to traditional resumes. A conservative, 12-point font is recommended, as well as 1-inch margins. Bolding headers and breaking up chunks of text with bullets to showcase specific items will go a long way in making your resume aesthetically pleasing and easy to read. Because your resume will initially be skimmed, it is important that it remains streamlined and lacks clutter to ensure you convey as much information as possible.

### **What is generally included in a Federal Resume?**

A federal resume calls for some information that is not generally required on a standard resume, and not including such information may immediately disqualify you from consideration. It is extremely important that you carefully read application instructions and include all required information. Below is a description of what most federal resumes will require, though individual agencies may choose to require additional information.

**Personal Information:** You should include your full name, mailing address, email address, and day and evening phone numbers. It is also necessary to include your country of citizenship, veteran's preference points (if eligible), and the highest Federal civilian grade you have held. If the specific agency you are applying to requests your social security number be sure to include it, but it is not advisable to include it on generic resumes that anyone can see.

**Ex:**

**Joseph W. Friday**  
 1234 Connecticut Avenue NW Washington, DC 20008  
 Cell: (555) 555-4321  
 Evening: (555) 555-1234  
 jwfriday007@gmail.com  
 Country of Citizenship: United States  
 Social Security #: 123-45-6789  
 Veteran's Preferences: N/A  
 Federal Civilian Status: N/A

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**Job Description/Objective:** Unique to federal resumes, you are required to include the announcement number, title, series and grade of job to which you are applying. This can be found on the vacancy announcement.

**Ex:**

Field Staff Law Enforcement Ranger, BLM, Announcement: NV-DEU-2007-0034, GS 1801-07/11

**Skills Summary:** This is an opportunity to immediately highlight the fact that you are a qualified candidate to the agency. In detail, list your qualifications that pertain to the vacancy announcement. Remember to use key words! Feel free to additionally include qualifications and accomplishments that do not directly pertain to the specific position but you wish to highlight (though primary importance should be placed on the required qualifications).

**Ex:**

**SUMMARY OF RELEVANT SKILLS:**

- Research: legislative, newspaper, Internet, international, Library of Congress and the Congressional Research Service*
- Writing & Editing: reports, correspondence, emails, PowerPoint copy, web content, newspaper articles, newsletter content*
- Project coordination: compiling information, planning and coordinating completion, tracking status, follow-up, and managing details-*
- Languages: Communicate in American Sign Language and Costa Rica Sign Language; Read and Write in English and Spanish*
- Computer skills: Microsoft Suite: Microsoft Word, PowerPoint, Excel; Keyboard 50 wpm*

**Work Experience:** Relevant experience from the past decade should be in chronological order (with the most recent first). For each job, include your title, your employer's name and address, supervisor's name and phone number, and whether they may be contacted. Also be sure to include your starting and ending dates (as specific as possible), the hours per week you worked, and the salary you received. First, write a brief summary of your roles and duties as a job description. However, the majority of your writing should be concerned with describ-



ing your accomplishments. Be sure to quantify the impact of your accomplishments, and how they are relevant to the job you are applying for.

**Ex:**

**Law Firm of Adams and Jones,**  
 1200 19<sup>th</sup> Street, NE, Washington, DC 20009

*Investigator/Paralegal* September 2007 – Present  
 Assist firm in criminal investigation and litigation.

Salary: \$27,000/year (June 2008 – Present), \$12.50/hour (September 2007 – May 2008)  
 Hours: 40/week (June 2008 – Present), 20-30/week (September 2007 – May 2008)  
 Supervisor: John Adams  
 Telephone: 202-979-5566  
 Employer may be contacted

Position:

- Gather and investigate pertinent information related to litigation proceedings of firm
- Work in conjunction with FBI and other law enforcement agencies to collect evidence for criminal and civil litigation
- Take pictures of crime scenes, gather facts, and analyze data for case preparation
- Interview inmates within DC jail in preparation for trial
- Conduct research into relevant case law looking for precedent and pertinent statutes
- Prepare legal documents, reports, and exhibits
- Draft and serve subpoenas

**Education:** List the name, city, and state of any institution you have attended, even if you did not complete the program/degree. For degrees that you did obtain, include the major and type. Don't forget to include your high school diploma or GED. Consider listing your achieved GPA if it is above 3.0.

**Ex:**

<p><b>American University, Washington, DC 20016</b>  Bachelor of Arts, Justice, magna cum laude  Minors: Language/Area Studies: France; Language/Area Studies: Japan  Academic: GPA: 3.7/4.0</p> <p>Academic Honors: Deans List (6 of 8 semesters)  Honor Society Membership: Phi Kappa Phi</p> <p>Relevant Coursework:  Introduction to Justice Research (used SPSS and other research methods to write a 15-page paper on the history of the FBI in relation to its employment practices); Analysis of the Executive Branch (wrote a 20-page paper on the political relationship between the FBI and the Executive branch); Crime Prevention; Comparative Systems of Law &amp; Justice</p> <p><b>University of Tokyo, Tokyo, 183-8534, Japan</b>  AU Study Abroad,  May 2007</p> <p><b>Woodbridge Senior High School, Woodbridge, VA 22192</b>  College preparatory curriculum, received diploma.  2004</p>	<p>May 2008</p> <p>January 2007 –</p> <p>June</p>
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**Other Qualifications:** Before you are done, make sure to include anything else you feel will make you an appealing candidate for the position. Be sure to include any honors you have received, particularly performance awards or designation of special projects. Also include any job-related training courses you have completed, relevant certificates or licenses you have obtained, or publications you have authored.

Be sure to also include any leadership activities or community involvement. List memberships in professional or honor societies, public speaking engagements, and community service.

When it comes to including religious or political activities in this section, it is important to keep discretion in mind. If your involvement in such organizations will showcase leadership ability or other positive qualifications, feel free to include them. On the other hand, it is important to balance the fact that involvement in certain organizations may not appeal to some of those who are reviewing your resume. If you do decide to include such activities, try and use general language to avoid any potential controversy.

**Ex:**

**Other Qualifications:**

Staff Writer, The Eagle (AU Student Newspaper), 2005 – 2006

Residence Hall Representative, AU Student Senate, 2004 – 2006

Chairperson, AU Toy Drive, 2005

- As student project lead, independently organized campaign and collected over 2,000 new and gently used toys to relieve toy shortage for the children and adolescents at Children’s Hospital in Washington, DC

- Received Community Service Award for 2005-2006 from AU Student Government  
AU Outdoors Club, 2005 - 2008

**Framing Accomplishments using the CCAR Method:**

When it comes to detailing problems you have overcome or positive change you have enacted in your work experience, it may be helpful to utilize the **CCAR** (Challenge, Context, Action, and Result) format. This is a storytelling model that allows you to showcase your leadership ability. There are four components:

**Challenge:** What change were you trying to direct? What problems needed to be fixed?

**Context:** Describe the situational background. Describe the individuals and groups you worked with, and/or the environment in which you worked. Who, what, when, where, and why?

**Action:** What steps did you take to effect the change or produce results?

**Result:** What measurable results were achieved? Describe the impact of your leadership.

After ensuring you have all parts of the model, it is possible to combine each aspect into a single, dynamic statement.

**Tips for writing a strong resume:**

- 1) Check resume for misspellings or grammatical errors.
- 2) Translate acronyms or technical jargon.
- 3) Avoid including personal belief or philosophies.
- 4) While it is acceptable to include relevant work experience from more than 10 years ago, it is recommended that you focus primarily on the previous decade.
- 5) Make sure to have your resume peer-reviewed. You’d be surprised what mistakes can be caught or insights given by a pair of fresh eyes. When in doubt, ask for advice!
- 6) Use an active voice. For example, “Managed office of 20 employees” is better than, “Was responsible for office management.”
- 7) Remain clear and concise. Wordy or irrelevant information will serve to confuse the reader and clutter your resume.
- 8) Use action words such as “managed”, “coordinated” or “supervised”.

- 9) Strengthen your application by including quantitative data- make mention of specific numbers and data such as the number of people you have managed or the percentage by which you increased revenue.

## Conclusion

Your resume is an integral part of any career advancement you hope to achieve. We hope that you have learned not only differentiate between a private sector and federal resume, but also to create a product that that is effective in portraying both your accomplishments and qualifications. Applying for a Federal job may seem daunting at first, but we hope this guide has presented you with the knowledge and ability to obtain the vacancy you seek.

## Sample Resume 1

Uncle Sam

1111 Career Place  
Job Center, Maryland 20502  
Business: 301-123-1111 – Residence: 301-678-4321

**Country of citizenship:** United States of America

**Veterans' Preference:** No

**Highest Grade:** GS-0201-13, 10/2005-Present

**Contact Current Employer:** Yes

### **AVAILABILITY**

**Job Type:** Permanent

**Work Schedule:** Full Time

### **DESIRED LOCATIONS**

US-MD-Montgomery County

### **WORK EXPERIENCE**

**Employer Name:** National Institutes of Health **Dates:** 6/95 – Present  
National Cancer Institute **Grade Level:** GS-12  
6130 Executive Blvd., Room 4296 **Salary:** \$67,555  
Bethesda, MD 20892 **Hours Per Week:** 40

Supervisor: David Marshall (301) 444-1111 (Permission to contact)

**Title:** Program Manager:

Serve as Program Manager for \$8,000,000 contract, with two locations, seven Federal and 12 contract employees

Manage a staff of four Program Analysts and three Program Assistants

Advise Administrative Officers on extramural program issues including grant funding, policies, and procedures

Counsel grantees on grant questions and concerns

Present over 30 grant writing workshops to grantees and staff per year.

Developed a grant writing training manual that has been used as a model by other extramural departments within NCI

Manage 45 grantees and 125 grants with a total budget of \$40,000,000

Coordinate with Program Directors and Administrative Officers on the allocation of grant funding

Instruct NIH Extramural Grant Writing Basic Course and NIH Extramural Grant Writing Advanced Course

**Employer Name:** National Institutes of Health **Dates:** 6/93 – 6/95  
National Cancer Institute **Grade Level:** GS-11  
6130 Executive Blvd., Room **Salary:** \$53,255  
Bethesda, MD 20892 **Hours Per Week:** 40

Supervisor: Howard Gordon (301) 444-3333 (Permission to contact)

Served as Project Officer for \$2,000,000 contract

Coordinated award pay and bonuses for NCI

Advised NCI Managers on personnel actions

Provided reports to internal customers, senior level managers, the Department of Health and Human Services, and the Office of Personnel Management

Coached, motivated, and supervised three employees to provide exceptional customer service

Presented workshops on personnel management and contract management  
 ated and maintained multiple databases on benefits, payroll, and personnel actions

Cre-  
**Employer**

**Name: National Institutes of Health Dates: 7/90 – 6/93**

National Cancer Institute **Grade Level: GS-09**  
 6130 Executive Blvd., Room 3535 **Salary: \$53,255**  
 Bethesda, MD 20892 **Hours Per Week: 40**

Supervisor: Tony Stevens (301) 444-1212 (Permission to contact)

**Title: Program Analyst**

Advised and counseled NCI employees on personnel questions and issues  
 Reviewed, analyzed, and evaluated the NCI extramural program  
 Developed program goals and policies  
 Responsible for all recruit actions within the department  
 Supervised two stay in school students and one secretary  
 Provided program support in the areas of personnel management, administration and budget  
 Maintained performance appraisal system for the Institute  
 Developed standard performance elements for NCI positions  
 Trained and advised the administrative officers on personnel and policy issues

## **EDUCATION**

Master of Business Administration, Georgetown University, Washington, DC, 2001

Bachelor of Science in Business Administration, University of Richmond, Richmond, VA, 1990 – G.P.A. 3.6

## **JOB RELATED TRAINING**

Managing Multiple Projects, American Management Association, 2002

Project Management, American Management Association, 2001

Administrative Office Management, USDA Graduate School, 1999

Federal Government Grant Writing, USDA Graduate School, 1997

Personnel Actions and Personnel Management Course, USDA Graduate School, 1995

Staffing and Placement, USDA Graduate School, 1995 **HONORS AND AWARDS**

Excellence in Management (NCI), 2001

NCI Director's award for Excellence in Extramural Program Development, 1999 & 2001

Received outstanding performance appraisal, 1990 – Present

NCI Outstanding Leader Award (1996 & 1999) **AFFILIATIONS**

Coach – Girls Softball (ages 10 –12) Rockville, MD, 1998 – Present

Coordinate fundraisers and manage the softball league's finances

## **COMMITTEES/ORGANIZATIONS**

NIH Human Resources Consolidation Committee (2002)

NCI Human Resources Computer Research Team (1999-2001)

## Sample Resume 2

### **Michael Cavalier**

4184 Cantara Lane | Berkeley, CA | 94720 | Mobile: 415.425.1855 | michael.cavalier@gmail.com

#### **JOB TITLE**

Economist, 0110-16

**VACANCY ANNOUNCEMENT NUMBER:** 12-923009-DB

Veteran's Preference: N/A | Federal Civilian Status: N/A | Country of Citizenship: USA

#### **WORK EXPERIENCE**

Federal Reserve Board of the Bay Area | Oakland, CA 6/2011 - Present

##### *Senior Examiner*

- Supported the development and execution of effective supervision programs for evaluating market and liquidity risk consistent with bank standards and expectations
- Monitored issues, trends, and developments through the review of internal risk management reports, regulatory filings, regulatory surveillance results, regulatory examination reports and work papers
- Documented analysis of financial and business issues which highlighted emerging issues and trends that warranted further review
- Supported the supervision and coordination of examination and inspection activities
- Oversaw on-site inspections and examination activities and assessed findings, conclusions, and recommended ratings
- Coordinated examination and inspection activities to ensure objectives and deadlines were met in accordance with bank standards and expectations
- Developed and sustained sound working relationships with domestic and foreign regulators by using communication, teamwork, and influencing skills to ensure appropriate leverage of their work in support of the overall supervisory program

USA Financial Services | Palo Alto, CA 9/2007 – 9/2009

##### *Wealth Management Personal Trust Relationship Manager*

- Acted as an administrator of trust accounts for high net worth clients where the bank acts as a trustee, executor, administrator, conservator, guardian, depositor, or agent
- Provided expert advice and counsel related to personal trust product and services
- Administered accounts in a manner that ensured compliance with legal requirements and business lines policies and procedures
- Managed the development and sustainability of client relationships for Wealth Management

Brown Brothers Harriman | Denver, CO 7/2006 – 9/2007

##### *Compliance Analyst, Investor Services*

- Monitored compliance requirements for funds daily utilizing Charles River Development ComplianceMaster system
- Prepared monthly and quarterly compliance reports which included solutions to compliance issues published in the Quarterly Board Reports
- Assisted Compliance Business Analyst with ComplianceMaster rule-writing
- Completed review of daily, weekly, monthly, and quarterly compliance reporting for staff analyst

## **EDUCATION**

Graduate School of Business, University of Southern Los Angeles | Los Angeles, CA

**Masters of Business Administration** May 2011

University of Los Angeles | Los Angeles, CA

**Bachelor of Science, Applied Mathematics** May 2006

**Bachelor of Arts, Chicana and Chicano Studies** May 2006

## **LICENSES**

FINRA Series 7, 24, and 63

## References

<http://www.archives.gov/careers/jobs/forms/resume-guide.pdf>

<http://images.military.com/ContentFiles/FedResHandbook.pdf>

[http://www.amazon.com/Federal-Resume-Guidebook-Promoted-Government/dp/1563709252#reader\\_1563709252](http://www.amazon.com/Federal-Resume-Guidebook-Promoted-Government/dp/1563709252#reader_1563709252)

<http://www.fda.gov/downloads/AboutFDA/WorkingatFDA/UCM279014.pdf>

[http://dmna.ny.gov/jobs/fed\\_res\\_guide.pdf](http://dmna.ny.gov/jobs/fed_res_guide.pdf)

[http://www.nps.gov/training/tel/Guides/Federal\\_Resume\\_pg\\_20060407.pdf](http://www.nps.gov/training/tel/Guides/Federal_Resume_pg_20060407.pdf)

<http://www.sc.edu/career/Pdf/federalresume.pdf>

<http://tsacareercoaching.tsa.dhs.gov/index.php/federal-applications-part-3/>

<http://www.fedsmith.com/2011/01/03/avoid-these-common-pitfalls-your-federal/>

<https://american.edu/loader.cfm?csModule=security/getfile&pageid=153959>

<http://oamp.od.nih.gov/division/saps/SAS10/Present/SampleFR.pdf>

[http://www.sec.gov/jobs/jobs\\_samplerses.shtml](http://www.sec.gov/jobs/jobs_samplerses.shtml)



## Career Interest Assessments/Surveys

Career interest assessments/surveys are designed to discover the skills, aptitude and talents of candidates. A self-assessment can be helpful in assessing the areas in which a candidate has strengths and where they are weak. The results are useful in helping candidates choose a career that is in tune with their goals and talents. These types of assessments have been proven to introduce more career options, increase satisfaction in one's career plan and increase understanding of oneself.

Below is a list of five **free** career interest assessment/surveys. After taking the assessments, users will discover their skills, values, interests, personality type, and other information about themselves. With this information, a user will have the ability to create a career plan which will keep them motivated and satisfied at work.

**Skill Cow:** [www.skillcow.com](http://www.skillcow.com)

Skillcow is a free personality and career assessment that provides users with information and statistics on careers that are most suitable for them. During the assessment, selecting tags and groupings will help narrow down career paths that are most suitable for the user i.e., creativity, growth potential, and safety of others. After completion of the assessment, a compiled list of the top professions/trades that are most suitable to the user based on their interests and preferences are then provided to them. Lists of schools are then presented to the user to choose from if they do decide to pursue their specific career path.

**Career Cluster Interest Survey:** <http://www.iseek.org/careers/clusterSurvey>

ISEEK, Minnesota's comprehensive career, education, and job resource, provides prospective job seekers with a free career cluster interest survey that consists of activities, personal qualities, and school subjects in which they are asked to select from. The survey should take no more than 10 minutes and when completed, suggestions are then made in which careers are collectively pieced together in groups that are a match in relation to the participant's interests. An example of a cluster would be: Transportation, Distribution, and Logistics - workers who move people and products by road, air, rail, and water. You might work as a driver, pilot, engineer, or captain. You might repair or maintain the vehicles, trains, planes, and ships that move people and products. Or, you might work behind the scenes to make sure the products and people get to the right place on time.

**Tennessee Career Information Delivery System:** [http://tcids.tbr.edu/interest\\_profiler.php](http://tcids.tbr.edu/interest_profiler.php)

Tennessee Career Information Delivery System is a free assessment based on the Holland RAISEC code as well as the O\*Net Job Zone classifications. Users are expected to answer 180 questions which vary from assisting doctors in treating patients to managing a clothing store. After the assessment is completed, users are then required to select a job zone which is directly associated with the level of education or experience that they have achieved. With collaboration from O\*Net, detailed information about the KSA's, education needed, abilities, work activities, interests, work styles, salary and outlook are provided for each career/profession.

**Rutgers Career Services:** <http://careerservices.rutgers.edu/OCAassessyourself.shtml>

Rutgers Career Services offers free assessments that can help define user's interests, skills, and values. They use John Holland's Theory of Vocational Development which states that people can be loosely classified into six categories: Realistic, Investigative, Artistic, Social Enterprising, and Conventional. Careers can also be sorted into these same categories and if a person chooses a career which aligns with their personality style they

are more likely to be satisfied with their career. The [Interests Assessment](#) allows users to learn your career preferences, the [Skills Assessment](#) allows users to learn their strengths and abilities, and the [Values Assessment](#) allows users to see what values they think are important. After finishing each assessment users can figure out what personality type they are and discover career options and gather career information based on their personality type. Rutgers Career Services also offers a [Career Decision-Making Model](#) which can assist users in choosing the correct career for them.

**Career Test Center:** <http://www.careertest.net/cgi-bin/q.pl>

The Career Test Center offers a free personality assessment using Type theory. Type theory suggests that human behavior is not random but predictable and classifiable. What type you are says quite a bit about a person -- their likes and dislikes, their likely career choices, their compatibility with others, and so on. After completing the assessment, users will be assigned a four letter personality type which will show whether they are extroverted or introverted, sensing or intuitive, thinking or feeling, and judging or perceiving. From there the Career Test Center defines user's personality type and offers careers based on their personality type.

## “Quick Leadership Strategy/Impact Articles”

Below is a list of articles from [Mind Tools](#) that help teach practical skills you need to excel in your career. The articles will help you become a better leader, show you how to advance in your career, and teach you how to work more efficiently to get the most out of your career at the Department of Energy.

### Leadership

- [Leadership Styles: Choosing the Right Style for the Situation](#)
- [10 Common Leadership and Management Mistakes](#)
- [Ethical Leadership: Doing the Right Thing](#)
- [Leading Equals: Motivating People Effectively, Without Authority](#)

### Communication Skills

- [Communications Planning: Getting the Right Messages Across in the Right Way](#)
- [Writing Effective Emails](#)
- [Better Public Speaking: Becoming a Confident, Compelling Speaker](#)
- [Active Listening: Hear What People are Actually Saying](#)
- [Body Language: Understanding Non-Verbal Communication](#)
- [Making a Great First Impression](#)

### Team Relations

- [How to Be a Good Team Member: Maximizing Your Contribution](#)
- [The JD-R Model: Analyzing and Improving Employee Well-Being](#)
- [Emotional Intelligence: Developing Strong "People Skills"](#)
- [How to Demonstrate Leadership at Work through Team Building and People Skills](#)

### Time Management

- [10 Common Time Management Mistakes](#)
- [To Do Lists: The Key to Efficiency](#)
- [Prioritization: Making Best Use of Your Time and Resources](#)
- [Project Schedule Development: Planning the Timing and Sequence of Project Activities](#)

### Online/Social Media

- [Building a Positive Online Reputation](#)
- [Use LinkedIn Effectively: Growing Your Professional Network](#)

### Career Goals

- [Finding Career Direction: Discover Yourself and Your Purpose](#)
- [Creating Job Satisfaction: Getting the Most From Your Job](#)
- [Personal Goal Setting: Planning to Live Your Life Your Way](#)

- [Job Crafting: Shaping Your Job to Fit You Better](#)

Other Skills

- [Entrepreneurial Skills](#)
- [Thinking On Your Feet: Staying Cool Under Pressure](#)
- [Project Management Phases and Processes](#)

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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:

David Rosenmarkle at [david.rosenmarkle@hq.doe.gov](mailto:david.rosenmarkle@hq.doe.gov)