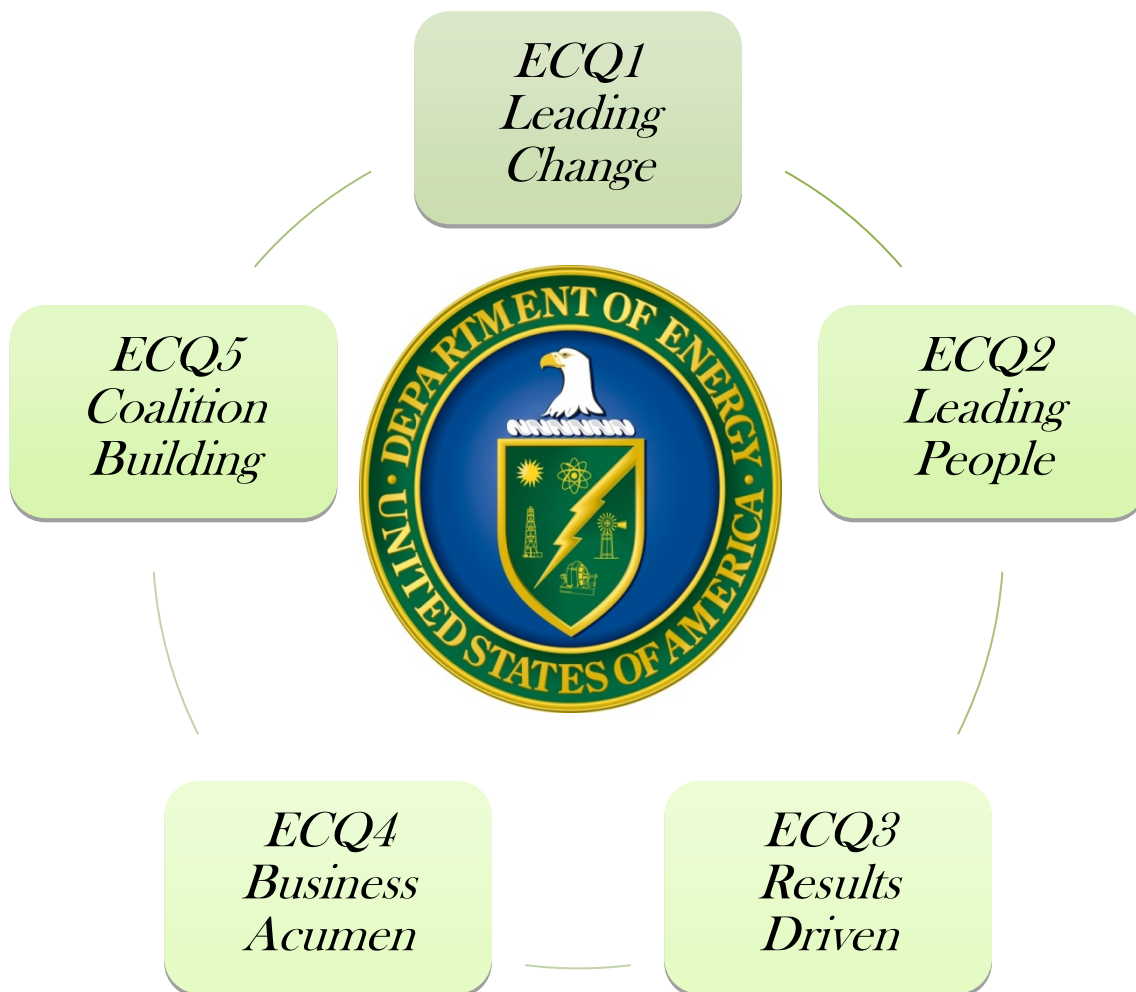


Senior Executive Service Courses and Seminars 2011

Office of Learning and Workforce Development

United States Department of Energy



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

Senior Executive Service Courses and Seminars

Introduction

A well-trained workforce is vital to the long-term effectiveness of the Federal Government. All Federal employees are encouraged to take advantage of opportunities to enhance their professional skills and develop the competencies needed for success as leaders. For those who serve or hope to serve in senior management positions, participating in these courses will benefit your development as both a Federal Employee and person. This guidebook contains descriptions of over 350 courses, offered by 56 colleges and universities throughout the continental United States as well as by the Office of Personnel Management. The Office of Learning and Workforce Development has made this guidebook available to help Federal employees grow in the five Executive Core Qualifications (ECQs).

Each course has been matched to a particular ECQ, though certain courses may fit the parameters for more than one. Please note that the course descriptions and information on dates, locations, and costs have been taken directly from the catalogs of the institutions at which they are offered; for this reason, be sure to check the course website prior to registering to confirm that no changes have been made since the publication date of this guidebook. In addition, the listing of these courses does not constitute endorsement of their content by the Department of Energy, or any agency of the Federal Government.

How to use this guidebook

The first section of this guidebook contains a Table of Contents that lists all of the courses offered, arranged by ECQs and location. **After finding a course that interests you, CONTROL + CLICK on the university's hyperlink to view the full description and link to the course web page.** There is also a CONTACT NUMBER for each university/institution for further questions on specific programs and on registering for events. If you have any questions or want to request additional information, please contact:

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Special thanks to Nathan Hurwitz for his excellent work in researching and updating this course and program information guide.

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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.

Bradley University

Building Leaders

<http://www.bradley.edu/edc/public/bl.shtm>

Building Leaders is a 2½-day workshop for emerging leaders. It's a life-changing experience!

Building Leaders is a focused, no-holds barred exchange where emerging leaders will explore and stretch their leadership assumptions, share experiences, expand their perspective, and enhance their leadership skills. In this interactive program, participants develop capabilities in:

- Trust Building
- Character Alignment
- Positive Conflict Interactions
- Change Management
- Interpersonal Communication and Emotional Skills

Participants will complete a battery of [leadership assessments](#), including 360-degree feedback.

[Individual Coaching](#) is offered to each participant and will take place after the program.

Dates: March 9- March 11, 2011

Location: NEXT Innovation Center, Peoria, IL

Fee: \$1,950 (\$1,755 if registered before February 11th)

For more information on these courses please contact

(309) 677-3549

Brookings Institute

Executive Leadership for America

<http://www.brookings.edu/execed/programs/execleadership062011.aspx>

Leading change takes experience, courage, and a great deal of energy and imagination.

In this course, you will work with stimulating thinkers and strategic development experts to build on your tried-and-true leadership qualities, and push yourself to develop fresh insights and approaches. Learn to confront the challenges that come with your high-level responsibilities and find time to reflect on what it takes to make a difference at the top of public service organizations. Taking place at [Keswick Hall](#), in Charlottesville, Va., this course explores the governmental framework created by the founders in a setting favored by Thomas Jefferson.

Program Benefits

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

Date: June 19th-June 24th, 2011

Location: Keswick Hall in Charlottesville, VA (Brookings Institute)

Cost: \$5,750

Leading with Integrity: Ethics in Action

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

Sometimes your core beliefs and intuitive reactions can impair your ability to “do the right thing” in public service. Work to create your own useable ethical framework, employing new tools for auditing and managing your behavior. By developing your moral reasoning skills, you will become better able to handle everyday dilemmas in a way that enhances organizational integrity. Leave Brookings with a new confidence in your ability to make responsible, defensible decisions that advance the public good.

Dates: April 5th-April 7th, 2011

Location: Washington, DC (Brookings Institute)

Cost: \$2,695

Senior Executive Service Leadership Horizons Series: Leadership in Chaos and Crisis

<http://www.leadership.opm.gov/programs/Organizational-Leadership-for-Executives/EXE0082/Index.aspx>

In times of chaos and crisis, even the best leaders can falter and fail. This seminar focus on strategic thinking in the real world of senior Federal leaders--a dangerous world of crisis, Chaos and constant change. The program challenges you to engage with and depend on others. The Federal Executive Institute's (FEI) approach to this critical topic emphasizes that understanding, awareness and experiential activities--coupled with reflection--lead to personal growth, effective leadership and practical applications for your organization.

Date: April 27 - 29, 2011

Location: Federal Executive Institute, Charlottesville, VA (OPM)

Cost: \$3,995.00

Inspiring Creativity

<http://www.brookings.edu/execed/programs/inspiring042011.aspx>

In a world of rapid change, the ability to constantly refresh existing approaches through new ideas and continuously improve processes and practices is an indispensable leadership capability. Leaders who have mastered the skills of creative thinking and can foster those skills in others are therefore in a position to add tremendous value to their organizations and, ultimately, to society. This course is designed to help you understand and begin to master those skills.

This program will help you:

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

Date: April 20-21, 2011

Location: Brookings Institute (Washington DC)

Cost: \$1,895

For more information on these programs please contact

202.797.6000

City University of Seattle

Change Leadership (online)

http://www.cityu.edu/programs/som/gc_change_leadership.htm

Upon successful completion of the program, you will have gained the knowledge and skills necessary to become a more strategic leader in your field—at any level in your organization. Like the best leaders, you will be able to think systematically to address process improvement through stakeholder input for smart decision making.

Location: Online

Cost: \$11,070

Contact Number: 425.637.1010

Colorado State University**Short courses in organizational change**

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

For information on dates, fees, and location, contact Dr. G. James Francis at 970-491-6265 or jim.francis@business.colostate.edu

- Values-Based Leadership and Change: This seminar demonstrates the impact of a values-based approach on leadership decisions and the management of change. (One day)
- Communication and Change: A half-day workshop demonstrating the pragmatic benefits of proactively addressing the challenges of change and successfully overcoming them with effective change strategies and messages. (One 4 hour session)
- Corporate Transformation: This program is designed for top level managers who are faced with guiding an organization through a changing environment while determining the readiness for transformation, the processes needed, and the evaluation of a transformational effort.
- Leading Change (Module 1): This program emphasizes the dynamics of change and the impacts upon individuals, teams, and the organization. (One 3 hour session)
- Leading Change (Module 2): The second module focuses upon the macro level of the organization and change resilience. (One 4 hour session)

Short courses on strategy

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

For information on dates, fees, and location, contact Dr. G. James Francis at 970-491-6265 or jim.francis@business.colostate.edu

- **Strategic Planning:** This program establishes the need and the ability to move from tactical to strategic levels of planning and operating to assure more job satisfaction and productivity. (One 3 hour session)
- **Strategies for Mergers and Acquisitions:** Designed for top level management, this seminar considers the competitive advantages and the organizational advantages and disadvantages of mergers and acquisitions from all perspectives. (One day session)
- **Integrating Change into Organizational Strategy:** One day seminar examining the options for integrating change strategy into the “umbrella strategy” of the organization while considering the cost/benefits of the transformation process and the time and resources needed to adequately internalize and integrate the change agenda. (One day session)

Contact Number: (970) 491-5063

Dartmouth College

Leadership and Strategic Impact

http://www.tuck.dartmouth.edu/exec/open_programs/leadership_impact.html

This insightful program offers executives tools and frameworks for improving their ability to lead strategically and enhance their organization's longevity and success. Participants explore their effectiveness as strategic leaders, learn ways to improve the strategic functioning of teams and divisions, and learn how leadership behaviors and practices influence the strategic process and the organization overall.

Date: May 15th-20th, 2011 and October 30th-November 4th, 2011

Application Deadline: April 15th, 2011 and September 30th, 2011 (for second date)

Fee: \$10,800

Tuck Executive Program

http://www.tuck.dartmouth.edu/exec/open_programs/executive_program.html

The Tuck Executive Program (TEP) offers high-potential and senior executives a general-management overview and helps them achieve new levels of business performance. TEP is designed for individuals whose careers have already been marked by achievement and who are expected to assume even greater responsibilities. Participating executives engage in a learning process that

enables them to critically examine the components of successful business management and develop their own approach to leadership.

Date: July 16-August 5, 2011

Application Deadline: May 30, 2011

Fee: \$32,000

Contact Number: 603-646-2839

DePaul University

Resilient Leadership Certificate Program

http://www.learning.depaul.edu/standard/content_areas/continuity_application/courselisting.asp?master_id=834&master_version=1&course_area=MDC&course_number=116&course_subtitle=00

Resilient Leadership is a two-day program designed to highlight the fundamentals of great leadership under difficult circumstances. The program provides participants with hands-on applications and techniques for maximizing motivation, innovation and creativity without the benefits of economic incentives. Participants will collect the latest evidence of how best to lead others and advance their own managerial careers.

The first day of Resilient Leadership deals exclusively with issues regarding personal resiliency and skills to sharpen and maintain during difficult times, including charting a personal development path, motivation techniques, and positively influencing others. Day Two of Resilient Leadership explores the latest techniques to improve innovation and creativity in one's unit, as well as applications for dealing with the most difficult challenges of managing change.

Dates: June 23-24, 2011

Location: DePaul University, Chicago Loop campus

Cost: \$995

Contact Number: 312-362-6300

Duke University

Advanced Management Program

http://www.fuqua.duke.edu/programs/other_programs/executive_education/advanced_management/

Duke's Advanced Management Program is conducted in two sessions of two weeks each at Duke, with a six-week virtual intersession. The virtual intersession leverages the latest web technologies to continue your learning experience as you begin to apply your new skills in your organization. The unique split-schedule format ensures minimal interruption of your personal and professional lives.

Dates: Session I: May 1st-May 13th, 2011 and for Session II: June 12th-June 24th, 2011

Fall Term: Session I: September 11th-September 23rd, 2011 and
Session II: November 6th-November 18th, 2011

To apply go here: https://register.fuqua.duke.edu/Events/EE AMP 05-01-2011_Registration_form.asp

Cost: \$43,000

Duke Leadership Program

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

The Duke Leadership Program: A Multiple Domain Approach is designed to help business professionals reach their leadership potential. This unique program offers a comprehensive approach to leadership and draws on research from many fields, including organizational behavior, sociology, psychology, and political science. The Duke Leadership Program (DLP) will provide insight into your personal leadership style and a framework to develop in an intense and supportive environment.

Dates: May 15th- May 20th, 2011

October 16th-October 21st, 2011

December 4th-December 9th, 2011

To apply go here: https://register.fuqua.duke.edu/Events/EE DLP 05-15-2011_Registration_form.asp

Cost: \$8,500

Dynamic Management

HTTP://WWW.FUQUA.DUKE.EDU/PROGRAMS/OTHER_PROGRAMS/EXECUTIVE_EDUCATION/DYNAMIC_MANAGEMENT/

Dynamic Management is a unique blend of academic research, practical knowledge, and improvisation techniques that creates a powerful learning experience. This program improves your overall management and leadership skills by training you to benefit from intuitive judgment, leverage available resources and act in the moment. Participants refine their abilities to respond to

unanticipated challenges, promote innovation, and creative problem solving, build trust and teamwork, and foster better communication.

Dates: June 5th-June 8th, 2011 and October 23rd-October 26th, 2011

To apply for June Session: https://register.fuqua.duke.edu/Events/EE_DM_06-05-2011_Registration_form.asp

To apply for October Session: https://register.fuqua.duke.edu/Events/EE_DM_10-23-2011_Registration_form.asp

Cost: \$4,800

Contact Number: 919-660-8011

Emory University

Organizational and Personal Resilience

<http://www.goizueta.emory.edu/executiveprograms/execed/resilience.html>

In this program, you will learn and use practical tools and frameworks for achieving organizational and individual resilience. In this highly applied experiential learning environment, you will be challenged with a series of cases about real organizations at various critical points in their lifecycle from conception to crisis. You will be asked to apply key business concepts to these scenarios in order to hone your ability to manage your organizations in our ever-changing complex environment.

To apply go here: http://www.emoryexeced.com/executiveprograms/apply_online_multi_form.html

Dates: TBD 2011

Cost: \$1,995

Contact Number: 404-727-2984

Harvard University

Leaders in Development: Managing Change in a Dynamic World

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

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

Date: June 6-17, 2011

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

Cost: \$9,600

Application Deadline: March 11, 2011

Women and Power: Leadership in a New World

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

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

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

Date: May 15, 2011 - May 20, 2011

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

Cost: \$6,500

Application Deadline: March 25, 2011

Art and Practice of Leadership Development: A Master Class for Professional Trainers, Educators, and Consultants

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

The Art and Practice of Leadership Development is an intensive and spirited executive education workshop offered at Harvard's Kennedy School of Government that is designed to engage leadership consultants, teachers, and trainers from around the world as the learners and the leaders that they are.

Dates: May 13-20, 2011

Application Deadline(s): April 1, 2011

Cost: \$7,100

Strategic Management of Regulatory and Enforcement Agencies

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

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

Dates: October 2-7, 2011

Application Deadline(s):
September 9, 2011

Fee: \$6,450

Leadership in Crises: Preparation and Performance

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

Leadership in Crises: Preparation and Performance is designed to help senior managers from the public, private and nonprofit sectors work with their peers across sectors to best position themselves and their organizations to successfully manage, survive and recover from the unexpected.

Dates: April 10-15, 2011

Application Deadline(s):
February 25, 2011

Program Fee: \$6,450

Contact Number: 1-800-427-5577

Illinois Institute of Technology

Business Innovation

http://www.iit.edu/cpd/professional_learning/information_technology_cert/IT582.shtml

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

Dates: check website

Location: Illinois Institute of Technology, Chicago

Cost: \$2,200

Business Innovator Training and Certification

http://www.iit.edu/cpd/professional_learning/industry_training/SC824.shtml

The Business Innovator Training and Certification (BITC) program is designed to provide necessary tools and techniques to participants in order to innovate new solutions and solve problems innovatively. Corporations and organizations need innovation to develop customer-specific solutions on-demand and in real time.

During the training, participants will learn the Breakthrough Innovation (Brinnovation) framework, and practice the T.E.D.O.C. (Target, Explore, Develop, Optimize, and Commercialize) methodology. The participant will need to pass the [Business Innovator Certification test](#) with a score of 70% or higher to become a Certified Business Innovator.

Dates: check website

Location: Illinois Institute of Technology, Chicago

Cost: \$4,995

For further information on these programs please contact:

630-682-6000

Louisiana State University

Leadership comes from Within

http://www.bus.lsu.edu/executive/programs/EDP_summary_2011.pdf

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

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

Program Objectives:

This demanding, in-residence educational experience consists of two sessions (15 total days of learning) completed within six months. The first session is two weeks in length with the final session lasting one week.

The main objectives of the program are:

- to prepare individuals to assume broader, general management responsibilities;

- to stimulate an awareness of the environment in which his or her organization operates and the factors that determine its success or failure;
- to present a framework of practical concepts and philosophies that can be immediately applied in the workplace;
- to increase a manager's productivity and to advance his or her long-term growth potential;
- to provide an educational meeting ground in which managers study and discuss common problems and exchange ideas;
- to improve the ability to communicate, negotiate, and influence;
- to infuse a high level of confidence and competence in participants;
- to form lasting friendships and networks, thereby widening their circle of business contacts;
- to assist participants with creating an individual development plan.

Date: May 22-27, 2011

Location: Louisiana State University

Cost: \$8,900 per participant per session

\$8,400 per participant per session for non-profit organizations if two or more individuals attend from the same organization

For more information on these programs please contact:

225-578-3211

Marquette University

Graduate Certificate in Leadership Studies (online)

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

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

Location: Online

Cost: \$905 per credit hour

For more information on this program please contact:

(414) 288-3153

MIT Sloan Business School

Implementing Improvement Strategies: Achieving Breakthrough Performance Throughout Your Business

http://executive.mit.edu/openenrollment/program/implementing_improvement_strategies_achieving_breakthrough_performance_throughout_your_business/17

This two-day program provides participants with a framework for understanding why improvement initiatives succeed and fail; and how they can be embedded and implemented across the whole organization. The program includes practical tools and techniques that leaders throughout any organization can start using immediately to deliver tangible business benefits and build a robust and resilient culture of improvement.

Dates: Jun 9-10, 2011

October 20-21, 2011

Location: Cambridge, Massachusetts

Cost: \$2,600 (excluding accommodations)

Reinventing Your Business Strategy

http://executive.mit.edu/openenrollment/program/reinventing_your_business_strategy/27

In *Reinventing Your Business Strategy*, you'll learn how to use the Delta Model to identify new sources of profitability, develop new strategic approaches that fit your firm, establish new directions for the organization, and implement a revised strategic agenda.

Dates: Jun 7 – 8, 2011

November 10-11, 2011

Location: Cambridge, Massachusetts

Cost: \$2,600 (excluding accommodations)

Transforming Your Leadership Strategy

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

In *Transforming Your Leadership Strategy*, you learn about a powerful, innovative approach to executive leadership that lies at the core of leadership development at MIT, 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.

Dates: Jul 14-15, 2011

October 25-26, 2011

Location: Cambridge, Massachusetts

Cost: \$2,600 (excluding accommodations)

Corporate Strategy

http://executive.mit.edu/openenrollment/program/corporate_strategy/7

Corporate Strategy presents the latest methodologies for developing and implementing strategies that work. Drawing from relevant conceptual frameworks and real-life examples, participants in the program learn to integrate corporate strategy and culture with organizational structure, develop corporate, business, and functional strategies, and manage the interface of strategy and technology.

Dates: May 8 – 13, 2011

Location: The MIT Endicott House in Dedham, Massachusetts

Cost: \$8,580 (including accommodations)

For more information on these programs please contact:

617-253-7166

New York University

Integrated Risk Management: Enhancing Competitive Performance

http://w4.stern.nyu.edu/execprogfinder/search/display_program_iteration?iteration_id=59

This unique executive education program delivers an integrated, cross-disciplinary overview of risk management best-practices for senior managers from financial services firms and corporations exposed to market risk, credit risk, sovereign (country) risk, operational and reputational risk – all of which are linked to the overriding strategic risk driven by the firm’s business model.

Date: October 24-27, 2011

Fee: \$5000 (Accommodation not included)

Change Management

[HTTP://W4.STERN.NYU.EDU/EXECPROGFINDER/SEARCH/DISPLAY_PROGRAM_ITERATION?ITERATION_ID=70](http://w4.stern.nyu.edu/execprogfinder/search/display_program_iteration?iteration_id=70)

This course's primary emphasis is on the process of initiating and implementing successful change. We will discuss application as well as theories of change, learn to diagnose change needs and examine cases that illustrate different change management efforts in a variety of organizations across a diverse range of business contexts. The exploration of these cases and the understanding of the complex and intricate nature of change, deepens participants' understanding of the challenges, the techniques, and the burdens associated with leading a major change in an organization.

Date: November 7-8, 2011

Fee: \$2500 (Accommodation not included)

For more information on these programs please contact

(212) 998-0789

Northwestern University**Creating a Culture of Innovation**

<http://www.kellogg.northwestern.edu/execed/programs/LEAD16/index.htm>

Great leaders must constantly improve the way they relate to and interact with their people. There is an unmet need for well-trained leaders to unleash the innovative spirit and embrace a culture that innovates. From new markets to mature markets and across every industry, innovation plays a critical role in an organization's success.

In this program, you will be challenged to take an introspective look at your own leadership style, values, and impact - and how to create an innovation mindset and culture. Many companies focus on streamlining and cost-cutting to achieve short-term earnings growth. Winning managers, though, are always seeking new ways to create value by launching new products and services, entering new markets, or rethinking established processes.

Dates: March 30-April 1, 2011

September 21-23, 2011

Location: Northwestern University, Evanston

Cost: \$4,500

Leading for the Future

<http://www.kellogg.northwestern.edu/research/nonprofit/execed/programs/future.htm>

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

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

Dates: May 16-17, 2011

Location: Northwestern University, downtown Chicago campus

Cost: \$950

Strategic Leadership

http://www.kellogg.northwestern.edu/research/nonprofit/execed/programs/strategic_leadership.htm

Change is the only constant in today's global, knowledge-based economy. Nonprofit leaders need skills necessary to think and act strategically in translating mission into objectives, developing plans and programs to accomplish objectives, and to implement plans and programs. This program will address the needs of those responsible for leading major organizational change to better understand and manage the strategic planning process.

- Proven models for understanding the change process and implementing change in organizations
- Examples of effective change agents in a leadership role
- Opportunity to discuss and apply learning to their own situations and within their organizations

Dates: October 24-25, 2011

Location: Northwestern University, Evanston

Cost: \$950

One Day Program: \$500

For more information on these programs please contact

847-467-0866

Office of Personnel Management

Crisis Leadership Workshop

<https://www.leadership.opm.gov/Programs/Specialized-Skills/CMS/Index.aspx>

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

Date: May 2 - 6, 2011

Location: Western Management Development Center, Aurora, CO (OPM)

Cost: \$3,500.00

Date: Aug 1 - 5, 2011

Location: Eastern Management Development Center Shepherdstown, WV (OPM)

Cost: \$3,500.00

Resiliency Advantage

<http://www.leadership.opm.gov/Programs/Individual-Assessment-and-Development/REC/Index.aspx>

Nonstop, disruptive change in Federal agencies is pressuring everyone to do more work with fewer people, in less time, in new ways and with a reduced budget. In the past, Government executives and managers had to learn ways to be resilient on their own; but now, the new science of resiliency psychology can help you develop resiliency strengths that work in your unique circumstances.

In this innovative and interactive seminar, you will learn to develop the five levels of resiliency, to be flexible and adaptable, to thrive in constant change and to increase the resiliency of your workforce. Using a unique methodology, participants influence which topics are emphasized.

Date: Jun 21 - 23, 2011

Location: Eastern Management Development Center, Shepherdstown, WV (OPM)

Cost: \$2,575.00

Date: Sep 13 - 15, 2011

Location: Western Management Development Center, Aurora, CO (OPM)

Cost: \$2,575.00

Executive Communication Skills: Leading The Process Of Change

<http://www.leadership.opm.gov/Programs/Executive-Leadership-Development/EXE0010/Index.aspx>

This fast-paced program at the Federal Executive Institute (FEI) moves between role-play exercises that build your interpersonal communication skills and leadership sessions providing tools for overcoming barriers to change in your organization. Scenarios based on real-world experiences highlight key components of interpersonal communication, followed by feedback from colleagues and facilitators. You will also develop leadership skills by focusing on your own work experiences and participating in a variety of large- and small-group activities. With one faculty member for every four or five executives, you are guaranteed the personal attention you need to bring your leadership skills to the next level.

Competencies Emphasized: Interpersonal Skills, Influencing/Negotiating, Oral Communication, Team Building, Leveraging Diversity

Date: Jun 20 - 24, 2011

Location: Federal Executive Institute, Charlottesville, VA (OPM)

Cost: \$4,575.00

Public Sector Leadership: Vision, Values and Vital Strategies

<http://www.leadership.opm.gov/Programs/Organizational-Leadership-for-Executives/EXE0060/Index.aspx>

Leading effectively in the public sector is a challenge that requires a full array of flexible and up-to-date strategies for success. This rigorous program will provide you with a powerful set of new approaches for understanding and leading change in the Federal Government. It is the perfect opportunity for you to refine your personal vision of public service, your organization's future and your critical role in leading public sector change.

Experienced Federal Executive Institute (FEI) faculty, themselves public sector leaders, will guide you through a demanding and provocative learning process including case studies, small group exercises and discussions, executive coaching and off-site benchmarking trips.

Date: Aug 22 - 26, 2011

Location: To Be Determined, San Diego, CA (OPM)

Cost: \$7,995.00

Executive Development Seminar: Leading Change

<http://www.leadership.opm.gov/Programs/Executive-Leadership-Development/EDS/Index.aspx>

The seminar will help you develop essential leadership skills for upper-level management. You will acquire a big-picture perspective and learn to lead change by examining structure, strategy and policy. You will also discuss real-world leadership challenges and explore your leadership style through a 360-degree assessment.

Collaborating with your seminar group, you will design a Government office, establish its mission, set its goals and complete an efficient strategic plan aligned with the President's Management Agenda and the Program Assessment Rating Tool (PART). Guided and independent research will help you determine which Government agencies, Congressional committees and special interest groups are appropriate partners. Group work and instruction will teach you to interact positively and build collaborative relationships. You will learn the strategies of effective oral communication and improve your political savvy as you prepare for a final presentation.

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

Date: May 16 – 27, 2011

Location: Eastern Management Development Center, Shepherdstown, WV (OPM)

Cost: \$6,000.00

Date: Jun 20 – Jul 1, 2011

Location: Western Management Development Center, Aurora, CO (OPM)

Cost: \$6,000.00

Date: Aug 1 – 12, 2011

Location: Western Management Development Center, Aurora, CO (OPM)

Cost: \$6,000.00

Date: Sep 12 – 23, 2011

Location: Eastern Management Development Center, Shepherdstown, WV (OPM)

Cost: \$6,000.00

For more information on these programs please contact:

(304) 870-8008

Penn State University

Executive Management Program

<http://www.smeal.psu.edu/psep/emp.html>

The Executive Management Program provides a framework for making strategic decisions that impact your organization. Specifically, the program prepares you to identify changing patterns within your competitive environment, formulate and implement growth strategies, align processes for organizational effectiveness, and lead successfully in complex situations. It holistically integrates the

knowledge, vision, and processes required of the senior executive to set business objectives and achieve results.

Dates: TBD April 2012 and May 2012

October and November TBD 2012

Fee: \$15,950

Developing Managerial Effectiveness

<http://www.smeal.psu.edu/psep/dme.html>

This program guides managers to a better understanding of their contribution to the overall success of the organization. Participants will emerge from the course with a broadened set of leadership skills and an expanded perspective on strategic, financial, and leadership issues.

Dates: April 3 – 8, 2011

October 16 – 21, 2011

Fees: \$7,150

For more information on these programs please contact

(814) 865-3435

Rollins College

Critical Thinking

<http://www.rollins.edu/execed/corporate-university/critical-thinking/index.html>

Critical thinking is often described as scientific thinking applied by ordinary people to the ordinary world. The ability to think critically has become a core management competency. “Strategizing” is no longer an activity reserved for only an elite group of top executives and strategic planners. Through the discovery and cultivation of their talents as critical thinkers and strategic leaders, participants will leave this program armed with the knowledge, skills, and tools needed translate ideas into sustainable competitive advantage.

Date: April 12, 2011

Location: Rollins College, Graduate School of Business

Bush Executive Center

Fee: \$195 per person

Corporate University Members: \$125 per person

PNLC Members: \$140 per person

Creative Strategy Development and Execution

<http://www.rollins.edu/execed/corporate-university/creative-strategy-development-and-execution/index.html>

Making the right decisions about and resource investments in a firm's offerings, markets, people, systems, and processes to achieve performance advantages over competitors is the essence of what strategy is about in 2011. Hopefully, the advantages realized will be sustainable for a while, thus providing the organization an opportunity to meet and exceed its goals and gain a robust ROI.

Everybody in an organization has a stake in its strategy development and execution – not just board room and c-suite players – and performance assessments and metrics must be clearly linked to the firm's goals as translated to the unit and individual level. The idea is to create a seamless process whereby clarity of direction and action is *shared by all*.

This session provides participants a lively and engaging “deep dive” into contemporary best practices in strategy development and execution. The word “creative” in the session title is not selected lightly – only through truly creative approaches can leaders and managers contribute real value-adding strategies to their organizations

Date: August 9, 2011

Location: Rollins College

Fee: \$375 per person

For more information on these programs please contact:

407-647-1252

Santa Clara University

The Art and Discipline of Middle Management

<http://www.scu.edu/business/edc/edc-archive/art-of-middle-management.cfm>

All managers are responsible to insure the maximum efficiency of their resources, yet many organizations are running at levels of efficiency well below what they are capable of achieving. Why is middle management so critical? It's because they have the greatest potential impact on the overall efficiency and efficacy of the organization. However, many of these managers have gaps in the knowledge, understanding and tools needed to maximize the performance of the organization and the resources assigned to them.

This program will focus on the middle manager and the framework needed to be successful in this role. In fact, these managers help create and validate strategic goals, create organizational structures and processes, initiate action, work with and through others, sustain and improve the organization, and take responsibility for the quality and timeliness of the organization's outputs.

Date: May 17, 2011

Location: Lucas Hall Santa Clara University, CA

Cost: \$485

Managers Becoming Leaders

<http://www.scu.edu/business/edc/programs/managers-becoming-leaders.cfm>

How can you exercise more leadership, greater initiative and gain more recognition throughout your organization? What is it that you can and should do today to be seen tomorrow as a more visible and vital contributor to the business?

Being a successful manager requires that you engage with the strategic management of your organization and influence the executives and leaders responsible for putting it all together. It doesn't matter whether you are in Marketing, Finance, Operations, HR, Manufacturing, or any other functional group. If you don't break out of being just a good manager of your function, you may be heading toward a dead end...especially in today's environment.

Date: April 28, 2011 or August 24, 2011

Location: Lucas Hall Santa Clara University, CA

Cost: \$225

Contact Number: 408-554-5485

Seattle University

Advanced Leadership Development

<http://www.seattleu.edu/albers/inner.aspx?id=23162&linkidentifier=id&itemid=23162>

Advanced Leadership Development is an intensive, residential program for mid- to senior-level managers who have been tapped for advancement and growth. The program helps experienced managers develop advanced leadership skills to immediately implement at an organizational level through 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.

Program curriculum includes:

- Strategic leadership
- Creating vision
- Aligning strategy
- Managerial decision-making
- Development of personal strengths

Dates: May 4- 6, 2011

Application Deadline: March 4, 2011

Location: Seattle University

Cost: \$3,900 plus accommodations

Contact Number: (206) 296-5700

Stanford University

Executive Program in Strategy and Organization

<http://www.gsb.stanford.edu/exed/epso/index.html>

The Executive Program in Strategy and Organization enables executives to apply the results of pioneering 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 build appropriate action plans.

Dates: July 10-22, 2011

Application Deadline: June 1, 2011

Location: Stanford University, CA

Cost: \$20,000

Leading Change and Organizational Renewal

<http://www.gsb.stanford.edu/exed/lcor/index.html>

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.

Dates: November 13 – 18, 2011

Application Deadline: October 14, 2011

Location: Stanford University

Cost: \$13,000

Contact Number: 650.723.3341

University of Arizona

Leadership for Public Service Professionals

<http://executive.eller.arizona.edu/southwestleadership>

The Southwest Leadership Program addresses many of the complexities, challenges and rewards of leadership as a public servant.

This five-day program will help you to develop your leadership arsenal, establish professional networks with colleagues in the Southwestern region, and rejuvenate your leadership energies.

The program consists of a combination of classroom instruction, guest lectures, group discussions, case studies, and self-directed learning. Hands-on experience applying newly learned skills provides reinforcement of learning concepts and develops competencies beyond typical learning.

Participants earn a Certificate in Management and Organizations from The University of Arizona and return to their public sectors with new skills and insights on a broad range of topics, enabling them to lead more effectively right away.

Dates: September 19 – 23, 2011

Location: Lodge at Ventana Canyon, Tucson, AZ

Cost: \$1,600 plus hotel costs

Contact Number: 480.306.4447

University of Arkansas

Emerging Leaders Program

<http://cmed.uark.edu/emerging.asp>

The Emerging Leaders Program is designed to enhance the leadership skills of professionals by focusing on clarity as the essence of leadership. Our program utilizes an introspective and experiential approach to examine the leadership capacities of individual attendees, increase their ability to develop robust leadership skills and demonstrate greater organizational understanding. Attendees of this nine-day program will learn skills to impact personal and organizational performance and practice those skills within their own organization.

Dates: April 13 -15, 2011

May 18 – 20, 2011

Location: Donald W. Reynolds Center; Fayetteville, Arkansas

Cost: \$4,900

Contact Number: (479)-575-2856

University of California Los Angeles

Change Management: Improvising Creative Solutions

<http://www.anderson.ucla.edu/x27649.xml>

This workshop is designed to enhance your skills managing in chaotic, ultra-competitive, and rapidly changing business environments. We will discuss topics in change management from the individual, team, and organization levels. Our classroom discussions will draw on cases and research from psychology, organizational theory, and behavioral economics. We will supplement this with experiential learning exercises that are adapted from theatrical improvisation.

Dates: TBD

Location: UCLA

Cost: \$750

Pitching Innovation

<http://www.anderson.ucla.edu/x27651.xml>

As a leader, every conversation counts. This session teaches you how to avoid wasting your audience's time with wordy data dumps. You will master the art of pitching new ideas. Replace tired data dumps with strategic design and invigorating language that motivates.

Dates: TBD

Location: UCLA

Cost: \$750

Strategic Management: Value Creation and Capture

<http://www.anderson.ucla.edu/x27652.xml>

This session examines enterprise strategy and its role as a driver of corporate performance.

Dates: TBD

Location: UCLA

Cost: \$750

Contact Number: (310) 825-2001

University of Chicago

Building and Implementing Growth Strategies

<http://www.chicagoexec.net/chicago.nsf/Program.html?OpenNavigator&id=37>

With the unrelenting pace of change and competition today, clear strategic thinking is more important than ever. To survive and prosper in a globalized market, corporate strategists will have to not only formulate the correct strategy, but also implement it effectively. After attending this five-day program, you will gain new insights and tools to lead your corporate strategy successfully.

Dates: July 11-15, 2011

November 7-11, 2011

Location: Chicago campus

Cost: \$7,950

Executive Program in Corporate Strategy

<http://www.chicagoexec.net/chicago.nsf/Program.html?OpenNavigator&id=32>

Top-level executives must possess the latest information on strategy formulation and implementation. The program presents a broad survey of strategy elements so that today's managers leave the course well equipped to make key strategic decisions. Participants will learn techniques to analyze the industry and organizational dynamics to establish competitive advantage and leverage capabilities and strategic assets.

Dates: June 13-17, 2011

October 10-14, 2011

Location: Chicago campus

Cost: \$7,950

Leading and Implementing Change and Innovation

<http://www.chicagoexec.net/chicago.nsf/Program.html?OpenNavigator&id=43>

Today's business environment requires an unprecedented degree of innovation and agility. Today's leaders must develop and implement effective business strategies while maintaining drive, morale, motivation, innovation, and vision in their people and in their organizations. Through this program, you will learn strategies for setting and maintaining the direction for renewal, for boosting learning and innovative thinking, for turning resistance into cooperation, and for extracting maximum benefit from new opportunities.

Dates: October 17-21, 2011

Location: Chicago campus

Cost: \$7,950

Strategic Business Leadership: Creating and Delivering Value

<http://www.chicagoexec.net/chicago.nsf/Program.html?OpenNavigator&id=41>

Building platforms for success is critical in today's changing business environment. This program will equip managers to effectively manage their work and relationships to be more productive in contemporary organizations. They will learn to manage cross-functional, cross-organizational relationships, develop social capital, and create and manage organizational strategic partners.

Participants will also gain an understanding of how a savvy manager transitions to a leadership role and how to create an environment where creativity is the norm.

Dates: July 25-29, 2011

November 14-18, 2011

Location: Chicago campus

Cost: \$7,950

The Transition to General Management

<http://www.chicagoexec.net/chicago.nsf/Program.html?OpenNavigator&id=33>

The Executive Development Program is designed to prepare successful functional level executives for general management responsibilities. This intensive two-week program is taught by an outstanding group of professors from the University of Chicago Booth School of Business. The program's core faculty members have extensive experience and expertise in global business and teaching executives.

The program's participants are an international group of experienced managers. The general age range of the group is 35 to 55 years old. They come from large publicly-held companies, private corporations, and smaller organizations. The class participants represent a wide variety of industries including manufacturing, services, finance, transportation, healthcare, not-for-profit, and government.

Dates: May 9-20, 2011

September 19-30, 2011

Location: Chicago campus

Cost: \$20,500

For further information on all programs please contact:

(312) 423-8042

University of Minnesota

Authentic Leadership: Courage, Coaching, and Ethics

<http://www.csom.umn.edu/Page4826.aspx>

Offering constructive practices for personal and organizational contribution, you will gain a better understanding of the ultimate leadership task: self-leadership. You will master your character as a leader in a more authentic and purpose-filled way and be prepared to offer authentic leadership to both your company and community. The instructional approach provides a mix of lecture, discussion, and experiential exercises.

Dates: November 14 – 16, 2011

Location: University of Minnesota

Cost: \$3,500

Building Design Thinking into Your Innovation Process

<http://www.csom.umn.edu/Page10519.aspx>

Design thinking is an effective problem solving process that includes critical steps and nuances important to those wishing to successfully deliver value through innovation. Discover how both your organization's and personal innovation processes (or lack of process) stack up against the best practices of Design Thinking.

Dates: April 28, 2011

Location: University of Minnesota

Cost: \$495

Corporate Innovation: A Practitioner's Guide to "Intrapreneuring"

<http://www.csom.umn.edu/Page9910.aspx>

Businesses are constantly challenged to innovate and grow. And while innovation seems to be part of every company's mission statement, very few seem to know how to actually proceed. This course will address the importance of innovation and how every employee can become a "corporate intrapreneur."

Date: April 20, 2011

Location: University of Minnesota

Cost: \$495

Creating and Executing Strategies

<http://www.carlsonschool.umn.edu/Page4825.aspx>

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.

Dates: October 18 – 20, 2011

Location: University of Minnesota

Cost: \$3,000

Critical Thinking and Communication

<http://www.csom.umn.edu/Page9508.aspx>

How often have you struggled to get to the core of an issue or to clearly organize your thinking on a question? If you are like most executives, the answer is "more often than you'd like." Our critical

thinking seminar will demonstrate tools that are proven to be effective in organizing both problem-solving efforts and business communications. This session will focus on determining “what problem am I trying to solve?”, laying out a clear analytical framework for developing solutions, and developing a logical structure for communicating recommendations to senior management.

Date: TBD Fall

Location: University of Minnesota

Cost: \$495

Leading Effective Change

<http://www.csom.umn.edu/Page6365.aspx>

Today’s global business climate creates an ambiguous and unpredictable landscape for leaders to navigate. Change is constant—and difficult. This focused program is facilitated by leading experts in change management and includes cutting edge issues and approaches to organizational change. Effective leadership requires managers to understand that change unfolds in many different ways, resistance and support may come from diverse quarters, teamwork and influence skills are central, and learning from experience is invaluable. Organizational change also alters the web of relationships that connect employees within an organization. This session will introduce participants to social networks and their role in the change process. Participants will discover the underlying dynamics of change from expert presenters, in-class discussion, hands-on work, and a behavioral simulation. Managers will learn the language, tools and concepts of change management to become agile, creative, open-minded, effective change leaders.

Dates: October 31 – November 2, 2011

Location: University of Minnesota

Cost: \$3,000

Minnesota Executive Program

<http://www.csom.umn.edu/Page4792.aspx>

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.

Dates: September – December, 2011 (one week per month)

Location: University of Minnesota

Cost: MEP Modules \$18,500 ; MEP Pre-finance seminar \$2,200

Rethink, Reinvent, and Reposition Your Business

<http://www.carlsonschool.umn.edu/Page7798.aspx>

If renewal is to happen in a proactive manner, then the decision to renew must be made thoughtfully and must balance renewal with the other priorities of the organization. This program will explore how this is done by building a renewal business case and structuring the renewal decision process. We will discuss four distinct renewal paths, each of which addresses a different combination of customers and assets paths, and help you determine which would be the best for each of your mature businesses. The paths have different risk and reward characteristics, and each has its own requirements for success.

Dates: April 25 – 27, 2011

Location: University of Minnesota

Cost: \$3,500

For Further Information on all programs contact

612-625-0027

University of New Mexico

Building Managerial Excellence

<http://mgcert.mgt.unm.edu/programs/excellence.asp>

The workplace is rapidly changing around you and you are expected to understand what this change means to your business and the bottom line. With this change, comes unexpected organizational challenges; your workforce is more diverse than ever, your budget is slim, your projects are growing and those difficult conversations are inevitable.

Building Managerial Excellence will give you the self-assurance and skills you need to ethically face and overcome the difficult obstacles ahead. You will learn to create structure and while others are struggling, you will realize the importance of self-awareness and enhanced communication to deliver the right message and inspire action.

Dates: TBD Fall 2011

Cost: Check website

Essentials for Managers

<http://mgcert.mgt.unm.edu/programs/essentials.asp>

As a manager during tough economic times, you are especially vital to your organization's success. You are expected to accomplish more with less, drive performance while motivating your staff and be ready to deal with change and conflict at a moment's notice. You must become leader, mentor and coach to yield positive results for your team and your organization.

Essentials for Managers will give you the expertise you need to cultivate your growth as a manager; as well as the ability to recognize the opportunities for improvement in your organization. You will learn from experts and be a part of a group that understands your frustrations and challenges and shares your determination for success. You will achieve the confidence and know-how you need to meet complex challenges and turn them into accomplishments.

Dates: TBD Fall 2011

Cost: Check website

Contact Number: (505) 277-2525

University of North Carolina at Chapel Hill

Open Enrollment Programs: Executive Development Institute

<http://www.kenan-flagler.unc.edu/execdev/executive-development-institute.aspx>

The Executive Development Institute paves the way for managers and directors who are taking the next step toward strategic leadership. Over the course of this two-week executive management program you will gain the business knowledge needed to advance your career.

***Dates:* May 8 – 20, 2011**

October 10 – 21, 2011

***2010 Tuition:* \$16,000**

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

For more information please contact

919.962.1531

University of Northern Iowa

Leadership Development Certificate Program

<http://www.bcs.uni.edu/execdev/ContentPage.aspx?id=9#BusMgmtCert>

This program is designed to transform good managers into great leaders. The target audience for this program is the experienced manager who desires to move into a senior leadership position. You will be challenged to change from thinking like a manager to thinking like a strategic leader. Your views

will be stretched by interacting with experienced managers from other organizations, and you'll gain a better understanding of your strengths to improve your leadership performance. This program is aimed at accelerating your leadership education by transforming the way you interpret, manage and solve problems.

Dates: Begins January 2011

Fee: \$3,250

Contact Number: 319-273-5851

University of Richmond

Developing Your Leadership Skills

<http://business.richmond.edu/executive-education/course-list.html>

What does a leader look like? In this dynamic two-day workshop you will have the opportunity to explore all facets of situational leadership and then define, practice, and critique your own leadership skills. You will develop the confidence needed to direct the efforts of others and lead in your organization with strength and vision. Whatever management training you may have had previously, situational leadership will complement it.

Dates: April 11-12, 2011

Fees: \$875

Management Tools and Techniques for the Technical Professional

<http://business.richmond.edu/executive-education/course-list.html>

Effective management must be learned either through experience or from a technical professional who has made the transition into management. In either case, there is a learning process. This tools and techniques-oriented session examines how to develop an effective management style that will guide your transition from a technical position into the management ranks. Learn how to leverage your technical expertise into a powerful management style.

Dates: April 25 -26, 2011

October 22 – 23, 2011

Fees: \$995

For more information contact

804-209-8000

University of South Carolina

Leading Strategically in an Uncertain World

<http://www.moore.sc.edu/execed/publicprograms/executivedevelopmentprograms.aspx>

This program is designed to challenge the way you think about the future and help you gain insights on how you might better prepare for it. In this program, you will be exposed to a number of potential scenarios; current thinking, frameworks and tools for strategic causal mapping ,and new forms of organizing, all of which will better enable you to respond to future uncertainties.

Dates: October 5 – 6, 2011

Fees: \$2200 per person

Strategic Thinking and Analysis

<http://www.moore.sc.edu/execed/publicprograms/leadershipmanagementprograms.aspx>

This program focuses on the integration and coordination of operations, marketing, and finance that are paramount to running a business unit. You will gain skills in understanding and anticipating future market conditions, developing long-range strategies, and making multi-year financial projections, all of which enhance the quality of managerial decisions.

***Dates:* September 6 – 8, 2011**

***Fees:* \$1,690 | \$1,520 (2 or more registrants / same dates & organization)**

For More information contact

1.803.777.4443

University of Texas

Developing the Project Business Case

http://www.mcombs.utexas.edu/execed/project-management/developing_business_case.asp

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.

Dates: October 11 – 12, 2011

Fee: \$2,450 (individual course)

Leading Change

<http://www.mcombs.utexas.edu/execed/open/leverag.asp>

In today's competitive world, you're faced with a very difficult challenge: How to do more with less in an environment where the velocity of change is increasing. The ability of a firm to quickly adapt to changing competitive conditions and to fundamental shifts in labor markets is a very important predictor of success. This program focuses on providing solutions to these organizational challenges:

- What can you and your organization do to create a culture that is change-enabled?

- What skills are essential to lead and manage your team where change is the constant?
- How can you profitably cope within an environment that constantly challenges your ability to adapt quickly?
- How does your organization cope with a changing workforce?
- What new methods exist for recruiting and retaining people who are great at adapting to constant change?
- What makes your organization flexible, adaptive, and agile?
- In a fast changing business environment where a new “psychological contract” exists between employers and employees, what can your organization do to succeed and prosper?
- What can you do to generate commitment, loyalty and performance when everything seems different than it used to be?

Dates: May 24 -25, 2011

November 1 – 2, 2011

Location: AT&T Executive Education and Conference Center

Fee: \$2,450 (individual course)

Strategic Management

<http://www.mcombs.utexas.edu/execed/open/strategic.asp>

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.

Dates: April 14-15, 2011

Location: AT&T Executive Education and Conference Center

Fee: \$2,450

For more information on all courses contact

(512) 471-5921

University of Utah

Strategic Management: Framework for the Future

<http://www.business.utah.edu/display.php?&pageId=4186>

This session will focus on strategic opportunities to develop sustainable competitive advantages for your organization, assess industry economics and dynamics to identify strategic threats and opportunities; evaluate the profit potential of strategic resources and capabilities, and strategic diversification. Participants will learn how to implement strategic initiatives and understand the difference between “strategy” and “strategic plan.”

Dates: May 19 and May 20 (1.5 day course)

Location: University campus

Fee: \$975

For more information contact

801-581-5577

University of Virginia

Management Development Program: Driving vision, action, and results

<http://www.darden.virginia.edu/web/Executive-Education/Open-Enrollment-Program/General-Management/MDP/>

Organizations globally need to prepare middle management executives to become more effective leaders. 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.

Date: June 13 -24, 2011

Fee: \$22,000

Date: October 03 – 14, 2011

Fee: \$22,000

The Mind of the CFO: Becoming a Strategic Leader

<http://www.darden.virginia.edu/web/Executive-Education/Open-Enrollment-Program/Capability-Development/The-CFO/>

The Mind of the CFO: Becoming a Strategic Leader is designed to give finance executives a tactical perspective on their businesses, with particular attention given to leading strategically in today’s environment of rapid change and growing global opportunities. The program will also focus on

mastering the latest developments in corporate finance. Upon completion, finance executives will have the capabilities to lead their organizations' growth activities with strong financial discipline and extensive strategic insight.

Date: August 22 – 26, 2011

Fee: \$8,900

Managing Individual and Organizational Change

<http://www.darden.virginia.edu/web/Executive-Education/Open-Enrollment-Program/Leadership-and-Change/Managing-Change/>

Change perspectives include—but are not limited to—learning, innovation, and reactive and proactive processes. *Managing Individual and Organizational Change* will initially focus on individuals in managerial roles responsible for leading, managing, and driving 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.

Date: September 13 – 16, 2011

Fee: \$7,250

Leading Innovation: Thinking Creatively for Positive Change

<http://www.darden.virginia.edu/web/Executive-Education/Open-Enrollment-Program/Leadership-and-Change/Leading-Innovation/>

As Peter Drucker emphasized, innovation is the core competency for dealing with the aggressive pace of change. More than ever, businesses need people who can think creatively and work together to promote a culture that supports innovation. Through dynamic, interactive learning experiences, participants in *Leading Innovation: Thinking Creatively for Positive Change* will measurably improve their creative thinking skills and leverage those skills for positive change. Executives and managers will learn how to lead innovation, and return to the workplace with an innovation plan for their organizations.

Date: September 13 – 16, 2011

Fee: \$6,500

Women Emerging in Leadership

<http://www.darden.virginia.edu/web/Executive-Education/Open-Enrollment-Program/Leadership-and-Change/Women-Emerging-in-Leadership/>

To grow into the leader you want to be—and the leader that your enterprise needs—it is important to assess your current role and capabilities, and build on them through an open and honest solicitation of

professional feedback and coaching. The program, *Women Emerging in Leadership*, helps you and your organization excel by developing you into a highly effective, visionary leader. As you progress through a rigorous week of full-class and small-group discussions, live business cases, experiential exercises, and leadership diagnostics, you will evaluate and fine-tune your skillset, and create an action plan for evolving your leadership style and enhancing your leadership effectiveness. Throughout the course, you will address key business and personal leadership challenges, understand how to analyze and approach them as opportunities, and return to the workplace ready to lead at the next level!

Date: October 10 – 14, 2011

Fee: \$7,200

Developing HR Capabilities in Strategy, Leadership, and Change

<http://www.darden.virginia.edu/web/Executive-Education/Open-Enrollment-Program/Leadership-and-Change/HR-Development/>

Through this course, participants will enhance their professional skills in strategic contribution and learn to build credibility. At the conclusion of the program, participants will be capable of identifying and investing in organizational and individual actions that create value. HR professionals will return to the workplace ready to contribute in a leadership role, make impactful decisions, and collaborate on business challenges in a systematic, strategic manner.

Date: October 16 – 21, 2011

Fee: \$9,100

Strategic Thinking and Action

<http://www.darden.virginia.edu/web/Executive-Education/Open-Enrollment-Program/Capability-Development/Strategic-Thinking/>

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.

Date: April 04 – 08, 2011

Fee: \$7,200

Leading Teams for Growth and Change

<http://www.darden.virginia.edu/exed/programs/default.aspx?stage=sem&id=79>

Through the program *Leading Teams for Growth and Change*, participants will actively explore the distinctive leadership strategies, structures, and skills required to lead teams to, and through, change and growth. Leaders may inadvertently, or by choice, overlook role and relationship issues, leading to the unintended result that their recommendations and leadership activities are often less than successful, if not completely detrimental. Using a participative process and problem-solving framework that includes in-class case analysis, small group discussion, and an actual outdoor rowing experience, participants have the opportunity to:

- Develop strong and sustainable leadership and teambuilding capabilities.
- Experience the not-so-secret steps to take a team to the highest level.
- Learn how to harness individual and team strengths with the strengths of others across the enterprise.
- Understand the interaction between leadership and team performance.

Date: May 23 – 27, 2011

August 8 – 12, 2011

Fee: \$6,900

For more information on all programs contact

(434) 924-3000

University of Washington

Executive Development Program

<http://www.foster.washington.edu/executive/edp/Pages/EDP.aspx>

Created for busy senior managers, executives, and other professionals, the Executive Development Program, formerly The Management Program, is a nine-month, part-time certificate program. The program covers essential business subjects, including finance, accounting, economics, marketing, international business, operations, leadership and strategy.

Dates: applications accepted throughout the year, deadline is June 1, 2011

Location: UW campus

Fee: \$17,500 for the program

\$19,500 (for credit track)

Leadership That Shapes the Future

<http://www.foster.washington.edu/executive/seminars/Pages/Leadership.aspx>

In Leadership that Shapes the Future, you will develop the essential leading, planning, and influencing skills necessary to create and sustain long-term organizational success. During this interactive three-day seminar, you will learn strategies and methods you can use to become a

"transformational leader" — one who enables others, especially peers and subordinates, to transcend self-interest and act for the common good of the organization.

Dates: April 4 – 6, 2011

Location: UW campus

Fee: \$3,300

For more information on all programs contact

206-543-8560

University of Wisconsin Madison

Getting It Right: Decision Making and Change Management

<http://exed.wisc.edu/courses/change-management>

Important decisions require appropriate processes and data to reach the best conclusion. In this course, you will learn how good decision processes help you frame the problem, define alternatives, and incorporate appropriate data into solution identification.

After making the right decision, you have to implement change. Getting people to change behaviors may be the toughest and biggest challenge managers 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!

Dates: May 4-6, 2011

August 15 – 17, 2011

Fee: \$1,895

Improving Managerial Effectiveness

<http://exed.wisc.edu/courses/ImproveManagerEffectiveness>

An effective leader is one who has a good sense of his or her own strengths and limitations and how to get the most out of his or her abilities.

In the “*Improving Managerial Effectiveness*” unit, you will learn how to expand productivity through time management, organization and understanding your physical limits and needs. You will discuss organizational change and how managers can use different communication, planning and monitoring techniques to smooth these transitions. Real examples of changes in the workplace will be examined, as well as the elements and products of those changes. You will explore the dynamics of teamwork and team development, and discuss what procedures and rules are vital to building cohesive and

productive teams. You will see how good team development builds confidence, camaraderie and loyalty among your employees while raising productivity levels

Dates: September 19 – 21, 2011

February 7 – 9, 2012

Fee: \$1,595

Leadership Beyond Management

<http://exed.wisc.edu/leadership/lbm>

This dynamic program is designed for managers of managers or high-potential managers who want to enhance their leadership effectiveness to achieve organizational and career success.

When you leave this program, you will take home strategies for balancing your role as a manager, coach and leader. You will know how to effectively influence executives, managers, direct reports and peers, specifically in leading organizational changes that contribute to your company's performance.

Dates: May 16 – 20, 2011

October 17 – 21, 2011

Fee: \$4,500 (team discount when three or more register of 10%)

Transformational Leadership

<http://exed.wisc.edu/courses/transformational-leadership>

Transformational Leadership is an advanced course for managers who are transforming their organizations or business units to accomplish a preferred outcome. We will observe and analyze what inspirational leaders say and do to get the best performance out of people. You'll discover how to create and communicate a powerful vision that sets a clear direction and inspires confidence in others. Plus, you'll receive helpful peer and instructor feedback on your leadership style.

Dates: November 14-16, 2011

Fee: \$1,895

For more information on all programs contact

608-441-7314

Vanderbilt University

Change Management

http://www.owen.vanderbilt.edu/vanderbilt/programs/executive-development-institute/open-enrollment-programs-for-individuals/program-catalog/course-details.cfm?customel_datapageid_31775=39801

This hands-on, action workshop draws the best insights and newest techniques from change research. Learn the frameworks, models, and strategies that will make your change project succeed. Learn to avoid the mistakes that foil other projects. Teaching methods include cases, videos, exercises, simulation, feedback questionnaires and mini-lectures. Attendees are encouraged to bring a change project about which to strategize and receive feedback from others.

Upcoming Dates:

December 5 – 7, 2011

Owen Graduate School of Management

Cost: \$2,700

Executive Leadership

http://www.owen.vanderbilt.edu/vanderbilt/programs/executive-development-institute/open-enrollment-programs-for-individuals/program-catalog/course-details.cfm?customel_datapageid_31775=39516

What You Will Learn:

- How to lead the change process more effectively
- How to connect with and motivate people using key leverage points based on character and ability
- How to build teamwork, shared vision, trust, and productivity
- How to create a personal action plan for leading organizational change
- Strategies to bring more sensitivity and creativity to leadership
- Fuller understanding of how personal leadership style affects all facets of the organization
-

Upcoming Dates:

Mon, October 24 to Wed, October 26, 2011

Owen Graduate School of Management

Cost: \$2,700

Leading Projects for Strategic Results

http://www.owen.vanderbilt.edu/vanderbilt/programs/executive-development-institute/open-enrollment-programs-for-individuals/program-catalog/course-details.cfm?customel_datapageid_31775=40754

Leading strategic projects effectively requires a combination of skills: designing and executing strategies, managing relationships and evaluating results. The most successful project managers balance these contrasting capabilities while balancing competing demands within the organization.

This engaging and highly interactive two-day program is designed for experienced project managers who strive to become more effective in conveying vision, coping with complexity and energizing people to achieve important goals.

Upcoming Dates:

May 9 – 10, 2011

Vanderbilt Owen Graduate School of Management - Nashville, TN

Cost: \$1800

For more information on all programs contact

615-322-2534

Villanova University

Creating and Leading High Performance Teams

<http://www.villanova.edu/business/graduate/execed/open/course2.htm>

Effective team leadership is essential in developing, motivating, managing, and leading increasingly diverse groups in a global economy. In this session, participants will learn how to effectively influence others, conflict resolution and how to ethically satisfy the divergent demands of many stakeholders.

Date: June 14 -15, 2011

Location: The HubCity View in Philadelphia

Cost: \$1,800

Re-thinking Your Business Strategy – A Systems Thinking Perspective

<http://www.villanova.edu/business/graduate/execed/open/course1.htm#systemsthinking>

The economic and competitive landscapes continue to change at a rapid pace. Does your business have an integrating strategic framework to adapt to today's changes? VSB offers a unique strategy integration model called Systems Thinking. The Systems Thinking approach helps executives to develop a firm-wide perspective in addressing their business challenges and in designing future strategies. This approach which combines multi-dimensional thinking, innovative business strategy and organizational change provides a proven methodology that aids executives in managing chaos, complexity and change and is highly relevant during volatile economic periods.

Dates: June 8-9, 2010 (Villanova Conference Center)

Location: Villanova Conference Center

Cost: \$1,800

For more information on programs contact

610-519-4336

Washburn University

Directions in Organizational Leadership

http://www.washburn.edu/ao/professional_development/leadership-professionals/index.html

Either by design or by circumstance, be it formal or informal, many people are in positions of leadership. In today's complex and ever-changing world, professionals must have a solid orientation regarding their relationships, tasks, change, and their own professional growth. The Washburn University Directions in Organizational Leadership offers an in-depth and comprehensive opportunity for individuals working in an array of work environments to enhance the knowledge, skills, and attitudes essential for continued leadership professional development. The program guides participants through various relationship, task, and change orientations integral to effective leadership.

Dates: April 26, 2011 May 3, 10, 17, and 24, 2011

Fee: \$1,250

For more information on this program contact

785-670-1010

Washington University in St. Louis

Creating Your Leadership Style

<http://www.olin.wustl.edu/executiveeducation/OPP/Pages/UpcomingSeminars.aspx>

Strategic differentiation for organizations has become increasingly more difficult given the ever-increasing complexity, competition and pace of change in the market. The challenge for leaders within these organizations is just as great. How can one continue to differentiate one's leadership approach in a way that is unique, hard to replicate, and clearly adds value to the firm? Leaders must leverage what they know about themselves and be proactive in developing their leadership styles to keep pace with changes required of them and their firms.

Date: July 26, 2011

Location: St. Louis

Fee: \$750

For more information please contact

314-935-9494

Webster University

Change Management: From Idea to Implementation

<http://www.webster.edu/cfpd/seminars.shtml#ChangeIdea>

An awareness of how to take a project from idea to implementation is one of the most important factors in supporting a significant change effort. Change leaders need to know who to engage, how to align employees to support the change initiative, and which tools will be most helpful to ensure success. This course will provide participants with the knowledge and understanding of what it takes to create and sustain a significant change initiative, and offers tools to support the process and make your change a successful one.

If you are responsible for leading change initiatives, a key influencer to the success and adoption of a change initiative, or one who manages those with the responsibility for implementing the change initiative, then this highly interactive one day course is your answer.

Date: April 13, 2010

Fee: \$295

For more information on this course please contact

314-246-3135

Wharton—University of Pennsylvania

High Potential Leaders: Accelerating Your Impact

<http://executiveeducation.wharton.upenn.edu/open-enrollment/leadership-development-programs/High-Potential-Leaders.cfm>

In five invigorating days at Wharton, the High-Potential Leaders: Accelerating Your Impact program helps you build a personal foundation that can withstand the shifting pressures and adversities of leadership — and provides clear expectations, knowledge, and tools for achieving business results.

In partnership with Wharton's renowned management faculty, executive coaches, and leadership experts, you will clarify your leadership vision, enhance your strategic business skills, and translate your new insights into an action plan that defines where you — and your teams — are going, and how you will get there.

Date: Apr 10, 2011 - Apr 15, 2011

Location: Philadelphia (Wharton-University of Pennsylvania)

Cost: \$11,500

Date: September 18 – 23, 2011

Location: Philadelphia (Wharton-University of Pennsylvania)

Cost: \$11,500

Leading Organizational Change

<http://executiveeducation.wharton.upenn.edu/open-enrollment/leadership-development-programs/leading-organizational-change-program.cfm>

Leading Organizational Change is a hands-on workshop that offers the best insights from research and practice focused on addressing your specific change initiatives. The program offers frameworks, models, and perspectives on leading change that participants immediately apply to their own projects. You'll understand 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 complex interpersonal and strategic issues involved to become a more effective change agent in your organization.

Date: Apr 26, 2011- Apr 29, 2011

Location: Philadelphia (Wharton-University of Pennsylvania)

Cost: \$7,950

Date: November 29 – December 2, 2011

Location: Philadelphia (Wharton-University of Pennsylvania)

Cost: \$7,950

Critical Thinking: Real-World, Real Time Decisions

<http://executiveeducation.wharton.upenn.edu/open-enrollment/leadership-development-programs/critical-thinking-program.cfm>

Making decisions in an atmosphere of increasing time pressure, uncertainty, and conflicting expert opinions creates challenges for any manager. Making such leadership decisions in crisis situations is even more demanding.

Critical Thinking focuses on reframing issues so that the right problems are addressed, distinguishing systematic patterns from random events and identifying acceptable risks in alternative decisions. In this program, you will learn how to make better decisions within group or department settings, recognizing the more network-oriented and decentralized organizational structures of today's companies.

Dates: Apr 11, 2011 – Apr 13, 2011

Location: Philadelphia (Wharton-University of Pennsylvania)

Cost: \$6,950

Dates: September 19 -21

Location: Philadelphia (Wharton-University of Pennsylvania)

Cost: \$6,950

Advanced Management Program

<http://executiveeducation.wharton.upenn.edu/open-enrollment/senior-management-programs/Advanced-Management-Program.cfm>

Every organization needs leadership, but visionary leadership is in short supply. If you are ready to strengthen your strategic prowess and acquire a multidimensional context from which to engage

challenges and opportunities, you are ready for Wharton's *Advanced Management Program (AMP)*.

Dates: June 5 – Jul 8, 2011

October 2nd - November 4th, 2011

Location: Philadelphia

Tuition: \$50,000

Growing the Top Line: Full-Spectrum Innovation Strategies

<http://executiveeducation.wharton.upenn.edu/open-enrollment/strategy-management-programs/full-spectrum-innovation.cfm>

This innovative workshop gives you a full-spectrum view of innovation — and a challenging environment in which to test and adapt your strategies. Bring your current challenges and opportunities to Wharton, and explore them with thought-leading faculty such as George Day and Paul Schoemaker, who wrote the ground-breaking books *Decision Traps*, *Market-Driven Strategy*, and *Peripheral Vision*. Try new innovation frameworks from Larry Huston, Vice President of Innovation of Procter & Gamble and the creator of the company's much-celebrated Connect and Develop innovation strategy.

Dates: Jun 20 – 23, 2011

Nov 7 – 10, 2011

Location: Philadelphia

Tuition: \$7,850

Contact Number: 215.898.1776

[ECQ1 Table of Contents](#)

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

Maximizing Your Leadership Potential

<http://www.bradley.edu/edc/public/fol.shtml>

For newly promoted managers in the early stages of their careers, as well as more experienced managers who would benefit from training that addresses the fundamentals of leadership.

Outcomes

During this 2½-day program, participants...

- Gain an understanding of their current leadership strengths and development needs and how they affect the functionality of their group.

- Develop the ability to apply effective influencing tactics.
- Learn how to improve the performance of their work groups through a better understanding of human interaction.
- Create successful strategies for managing conflict.
- Establish relationships with people in the program who are at the same stage in their careers.
- Set a clear direction for future development.

Dates: June 1-3, 2011 and September 7-9, 2011 and November 30-December 2, 2011

Location: Chicago Summit Executive Centre

Fee: \$3,700

The Great Workplace: How to build it, how to keep it, and why it matters

<http://www.bradley.edu/edc/public/other/workplace.shtml>

For managers and senior executives who wish to improve the quality of their workplace for the betterment of their employees and office morale. Jennifer Robin, who is a Great Place to Work Institute insider, leads this conference and aims to:

- 1) Determine what is building and breaking trust in their work environment
- 2) Envision a great workplace in their organization or department, and
- 3) Build an action plan for getting there. Building trust is an investment in the performance of your organization, and this workshop will help you do it!

Dates: May 11th, 2011 8:00am-10:30am

Location: Bradley University Michel Student Center Ballroom

Fee: \$69

For more information on these courses please contact

(309) 677-3549

Brookings Institute

Leader as Coach

<http://www.brookings.edu/execed/programs/leaderascoach042011.aspx>

Developing others is a key focus of highly successful leaders. They recognize that superior performance can only be achieved when team members are supported by continuous learning that builds confidence, competence and commitment. This program will review best practices for developing others and provide a framework for conducting meaningful coaching discussions. As a participant in the program, you will receive individualized feedback on your coaching effectiveness based on a pre-course assessment that you and your direct reports will complete. The program also includes opportunities to apply new frameworks and practice your coaching skills.

Date: April 5-7, 2011

Location: Brookings Institute

Cost: \$2,995

Public Leadership 21C

<http://www.brookings.edu/execed/programs/publicleadership062011.aspx>

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. The course will be held at Williamsburg Lodge where you will explore the uniqueness of public leadership, appreciating the legacy you have inherited while developing strategies for the future. In addition to exploring your leadership potential, you will also learn how to develop your organizational savvy to help you prepare for more senior positions in your agency.

Program Benefits

- Enhanced ability to motivate followers and lead action
- Practical tools to help you succeed at work
- Greater understanding of your personal leadership style and how to play to your strengths

Date: June 5th-June 10th, 2011

Location: Williamsburg, VA

Cost: \$4,950

For more information on these programs please contact

202.797.6000

Colorado State University

Short courses on leadership

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

For information on dates, fees, and location, contact Dr. G. James Francis at 970-491-6265 or jim.francis@business.colostate.edu

- **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)

Short courses in organizational dynamics

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

For information on dates, fees, and location, contact Dr. G. James Francis at 970-491-6265 or jim.francis@business.colostate.edu

- **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)

Contact Number: 202.797.6000

Columbia University

Leadership Essentials

<http://www4.gsb.columbia.edu/execed/programs/detail/102757/LE>

Leadership Essentials identifies several of the skill sets that great leaders possess. Through engaging lectures delivered by Columbia Business School faculty, dynamic discussions with colleagues and hands-on workshops, participants explore the most crucial areas of leadership.

Dates: July 12 - 13, 2011

November 01 - 02, 2011

Location: Columbia University Campus, New York City

Tuition: \$2,650

Personal Leadership and Success

<http://www4.gsb.columbia.edu/execed/programs/detail/137808/PLS>

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.

Dates: July 19 - 21, 2011

November 8- 10, 2011

Location: Columbia University Campus, New York City

Tuition: \$5,250

Persuasion: Influencing Without Authority

<http://www4.gsb.columbia.edu/execed/programs/detail/10421/Persuasion%3A+Influencing+Without+Authority>

Drawing on sound psychological research, Persuasion: Influencing Without Authority covers the range of interpersonal and intergroup persuasion challenges, from one-on-one negotiations to driving change in an organization's culture. The focus is on practical skills and immediate application to participants' real-world challenges.

Dates: September 13 - 15, 2011

Location: Columbia University Campus, New York City

Tuition: \$5,250

Contact Number: 212-854-6016

DePaul University

Effective Presentation and Communication Skills Certificate

The ability to communicate effectively and present ideas clearly is perhaps the most important skill you need to have in order to be successful in any career. Good communication skills are key in many situations - whether you are making a presentation to potential clients, giving speeches at company events or just having an individual meeting with your supervisor.

The Kellstadt Marketing Center's 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.

Dates: May 19-June 9, 2011

Location: Chicago Loop campus

Fee: \$765

For more information on this course please contact

(312) 362-6300

Emory University

Developing Talent that Drives Organizational Success

<http://www.goizueta.emory.edu/executiveprograms/execed/talent.html>

In this program, you will learn various tools for developing and implementing a strategic talent management plan. By analyzing various aspects of the talent management process and assessing and gaining organizational commitment, you will be equipped with a framework to effectively acquire, grow and retain top talent. In addition, you will learn how to establish clear communication channels and effectively collaborate within the organization to manage the development of human capital that drives organizational success.

Dates: May 11-12, 2011

Fees: \$1,995

For more information on this program please contact: 404-727-2984

George Washington University

<http://business.gwu.edu/eep/openenrollmentprograms/becoming-conflict-competent.cfm>

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.

Dates: October 13, 14, and 15, 8:30am – 5pm each day

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

Fee: \$1,395 for those who have CDP certification

\$1,695 for those who do not have CDP certification

Contact Number: 202-994-6380

The Graduate School (DC)

Leading People

http://www.graduateschool.edu/course_details.php?cid=EXEC9912L

Leading People is a highly interactive three-day seminar. You participate in a broad variety of proven leadership training activities and increase your awareness of leadership competencies such as team building, conflict management and leveraging diversity. The seminar addresses the following ECQ leadership competencies: Conflict Management, Leveraging Diversity, Integrity/Honesty, Human Resources Management and Team Building, as well as the following ECQs: Business Acumen, Leading Change and Results-Driven

Date: May 16-18, 2011

Location: Washington, DC (USDA)

Tuition: \$1,575

Date: July 11-13, 2011

Location: Washington, DC (USDA)

Tuition: \$1,575

Date: September 12-14, 2011

Location: Washington, DC (USDA)

Tuition: \$1,575

Contact Number: 202-314-3300

Harvard University

Leadership for the 21st Century: Chaos, Conflict and Courage

<http://ksgexecprogram.harvard.edu/Programs/l21/overview.aspx>

In our daily lives, we all operate from a certain set of assumptions by which we make decisions. Whether we know it or not, we are often guided by our gut. *Leadership for the 21st Century: Chaos, Conflict and Courage* is an executive education program offered at Harvard's Kennedy School of Government that delves into why we lead the way we do. The program offers a personal, stimulating, and challenging week that invites you to learn how to act courageously and skillfully when exercising leadership.

Program Session(s):

October 16, 2011 - October 21, 2011

Application Deadline(s):

September 2, 2011

Program Fee: \$6,600

Senior Managers in Government

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

The Senior Managers in Government (SMG) program provides senior executives in the federal government, other national governments, and international organizations with the cutting-edge skills necessary to thrive. Participants from across the world come together with expert Harvard faculty for intensive sessions that enhance the core leadership skills needed to address public sector concerns within large organizations.

Date: July 24, 2011 - August 12, 2011

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

Cost: \$16,000

Application Deadline: May 27, 2011

For more information on these programs please contact:

1-800-427-5577

MIT Sloan Business School

Managing Technical Professionals and Organizations

http://executive.mit.edu/openenrollment/program/managing_technical_professionals_and_organizations/24

This intensive program focuses on individual contributors and members of project teams, including cross-functional teams, and examines how to work effectively with "prima donnas" and independent spirits. Participants will learn principles and strategies of crucial importance to any organization where R&D, engineering, and/or computer-related technologies lie at the core of the business.

Dates: June 23-24, 2011

October 18-19, 2011

Location: Cambridge, Massachusetts

Cost: \$2,600 (excluding accommodations)

For more information on these programs please contact:

617-253-7166

Northwestern University

Energizing People for Performance

<http://www.kellogg.northwestern.edu/execed/programs/LEAD04/index.htm>

Energize your work force and maximize bottom-line results by implementing valuable people-related strategies in your organization. Understand your role in creating an environment where people feel motivated. 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.

Using interactive lectures and real-world case studies in a collaborative learning environment, this program inspires you to develop and implement people-empowering strategies in your organization to achieve competitive advantage.

Dates: May 1-6, 2011

October 16-21, 2011

Fee: \$9,500

Leading High-Impact Teams

<http://www.kellogg.northwestern.edu/execed/programs/LEAD07/index.htm>

Rely on teams to achieve objectives, find solutions to problems, and develop new products, services, and directions. This program integrates the latest approaches to the art and science of teamwork to inspire you, design and implement more effective teams in your organization.

The program challenges participants with real-world problems and provides top-quality, individual feedback on performance. Highly experiential and collaborative, the program focuses on internal team

dynamics (leadership roles, communication skills, and conflict) and external team dynamics (distance teamwork and networking), as well as on compensation and networking. The program concludes with an exercise that challenges team creativity and performance under time constraints. The emphasis is on optimizing the performance of the manager as both a team player and a team leader in stable or ad hoc work teams.

Dates: April 4-7, 2011

November 28-December 1, 2011

Fee: \$5,900

Reinventing Leadership: A Breakthrough Approach

<http://www.kellogg.northwestern.edu/execed/programs/LEAD12/index.htm>

Revolutionize the way you think, and results will follow. This seminar offers a unique approach for maximizing your leadership performance - looking beyond two-dimensional maps for increasing productivity to a more holistic view of leadership. During this program you will complete an intensive analysis of your motivations, behaviors, and goals for leadership improvement.

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. This experiential and collaborative program, taught by Kellogg School faculty in conjunction with leading faculty from the Institut d'Administration des Entreprises in d'Aix-en-Provence France, is designed to help you tap into your own leadership potential and return your organization with new leadership values and ideas to put into action.

Dates: March 27-April 1, 2011

October 2-7, 2011

Fee: \$9,500

The Soul of Leadership

<http://www.kellogg.northwestern.edu/execed/programs/LEAD13/index.htm>

Gain an increased awareness of your own and others' needs and a deeper understanding of your leadership potential to make a profound change in the way you lead. In this program, Dr. Deepak Chopra offers an entirely new approach to the exciting possibilities of leadership, extending his ground-breaking books on success that combine spiritual wisdom with modern dynamic psychology.

Dr. Chopra defines the leader as the heart and soul of any group and explains how leaders and followers experience predictable responses to competitive situations, which drive every decision we

make. Great leaders, therefore, must have a conscious understanding of how these responses affect their decisions. You will be inspired with insights into group dynamics, loyalty, creativity, vision, security, and ideas you can put into action to bring out excellence at every level.

Dates: October 19-21, 2011

Fee: \$4,300

For more information on these programs please contact

847-467-0866

Office of Personnel Management

Senior Executive Assessment Program

<http://www.leadership.opm.gov/Programs/Executive-Leadership-Development/SEAP/Index.aspx>

The Senior Executive Assessment Program (SEAP) is an intensive, five-day program that will help you analyze your performance on selected competencies from all five Executive Core Qualifications (ECQs): Leading Change, Leading People, Being Results Driven, Business Acumen and Building Coalitions/Communications. Mastery of the ECQs is one of the key selection requirements for entry to the SES.

You will undergo a rigorous assessment process that has many of the same components used for actual SES selection. These include writing a narrative statement on your ECQ abilities and undergoing a Behavioral Assessment Center process. Other methods to assess ECQ levels will include a 360-degree assessment and sample SES job interviews. A confidential executive coaching session will help you review your assessment and develop an improvement plan.

Date: Jun 6 - 10, '11

Location: Western Management Development Center, Aurora, CO (OPM)

Cost: \$6,350.00

Date: Sep 12 - 16, '11

Location: Western Management Development Center, Aurora, CO (OPM)

Cost: \$6,350.00

Understanding The 360-Degree Leader

<http://www.leadership.opm.gov/Programs/Executive-Leadership-Development/EXE0007/Index.aspx>

The most effective leaders know how to influence everyone they come in contact with--not just the people who report to them. Traditional managers' power is based on "being in charge" and "being the boss," and can't be used to manage up or manage across. In contrast, 360-degree leaders can use their influence in all directions, and anyone in any position can gain and apply this influence. This Federal

Executive Institute (FEI) program focuses on helping you work with those around you, enabling you to:

- Lead Up—Influence the boss and others above you in the agency hierarchy
- Lead Across—Influence co-workers in your organization and associates in others
- Lead Down—Influence subordinates and those below you in the agency hierarchy
- Lead Out—Influence those who do not work for your agency

Date: Sep 12 - 13, '11

Location: Federal Executive Institute, Charlottesville, VA (OPM)

Cost: \$2,880.00

Leaders Growing Leaders

<http://www.leadership.opm.gov/Programs/Organizational-Leadership-for-Executives/EXE0044/Index.aspx>

Developing new, imaginative approaches to managing succession is critical to successful human capital management. This program prepares you to grow new leaders in your organization, a central task of leadership that is drawing increased Presidential and Congressional focus and that is included in the General Accounting Office's list of high-risk Federal activities. You will incorporate an understanding of the leadership gap and develop innovative approaches to cultivating new leaders in your organization. It draws on years of research that clearly demonstrate that leaders are grown, formally and informally, through challenging job-based experiences and interaction with senior leaders.

Competencies Emphasized: Vision, Team Building, Human Capital Management, Leveraging Diversity, Conflict Management,

Date: Jul 25 - 27, 2011

Location: Federal Executive Institute, Charlottesville, VA (OPM)

Cost: \$3,250.00

For more information on these programs please contact:

(304) 870-8008

Ohio State University

Negotiation & Conflict Management

<http://fisher.osu.edu/executive-education/index.php?page=neg-mgmt>

You will learn how to:

- Define conflict and the importance of handling conflict in an organization

- Analyze conflict dynamics in the workplace
- Understand the basics of negotiation as a tool for managing conflict
- Develop the capability to facilitate others' negotiations through mediation

Date: April 5, 2011

Location: Fisher College of Business, [Pfahl Hall](#)

Cost: \$695

Contact Number: 614.292.8575

Rollins College

Crummer Leadership Program

<http://www.rollins.edu/execed/crummer-leadership-program/index.html>

The Crummer Leadership Program is an energy-packed, world-class leadership development workshop for executives, directors, managers and those who aspire to become outstanding leaders in their businesses or organizations. Over four powerful days, you'll gain insights into yourself as a leader, understand how your leadership style impacts your team, and develop effective strategies for the future.

Date: October 24 - 27, 2011

Registration Deadline: September 12, 2011

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

Fees: \$3,950

Listen, Lead... & Succeed

<http://www.rollins.edu/execed/corporate-university/listen-lead-and-succeed/index.html>

This practical and engaging program will help you gain the skills you need to become that sustainable leader through improved active listening in both your professional and your personal life.

Date: Raising the Heat: April 6th, 2011

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

Fee: \$485 per person

Corporate University Members: \$325 per person

PNLC Members: \$425 per person

Managing Projects Without Projects Managing You!

<http://www.rollins.edu/execed/corporate-university/managing-projects-without-projects-managing-you/index.html>

You will return to your workplace with an understanding of the project management discipline and will be armed with a "survival guide" of tools and tactics to tackle their next project management opportunity. Whether called upon to be the manager of the project or a participant on the project team, you will have greater understanding, confidence and appreciation for how to see a project from start to finish.

Date: July 12, 2011

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

Fee: \$460 per person

Corporate University Members: \$285 per person

PNLC Members: \$385 per person

**For more information on this programs please contact:
407-647-1252**

Santa Clara University

Beyond Financial Incentives: Strategies You Can Use Today to Motivate Employees

<http://www.scu.edu/business/edc/enhancing-motivation.cfm>

In many business environments, the strategy for enhancing employee motivation boils down to a single approach: incentives. Although incentives like salary, bonuses, rewards, and recognition are certainly an important part of motivation in the workplace, they are only one part, and they often have an unexpected effect on motivation. Simply put, incentive can actually decrease motivation if they are the wrong kind or used in the wrong way. Motivational deficits harm rates of turnover to a lack of dynamic and creative ideas. Understanding basic motivation principles can reduce or eliminate these problems.

Date: May 16, 2011

Location: Santa Clara University

Fee: \$225

The Art and Discipline of Middle Management: The Critical Link for Business Success

<http://www.scu.edu/business/edc/the-art-of-middle-management.cfm>

All managers are responsible to insure the maximum efficiency of their resources, yet many organizations are running at levels of efficiency well below what they are capable of achieving. Why is middle management so critical? It's because they have the greatest potential impact on the overall efficiency and efficacy of the organization. However, many of these managers have gaps in the knowledge, understanding and tools needed to maximize the performance of the organization and the resources assigned to them.

This program will focus on the middle manager and the framework needed to be successful in this role. In fact, these managers help create and validate strategic goals, create organizational structures and processes, initiate action, work with and through others, sustain and improve the organization, and take responsibility for the quality and timeliness of the organization's outputs.

Date: May 17, 2011

Location: Santa Clara University

Cost: \$485

Contact Number: 408-554-5485

Stanford University

Managing Teams for Innovation and Success

<http://www.gsb.stanford.edu/exed/mtis/index.html>

This program enables you to manage team dynamics in a manner that establishes a productive work environment, delivers high performance, and fosters creative ideas.

Teams have a vast capacity to drive an organization beyond its boundaries. When managed well, teams stimulate creativity and innovation, make an organization more adaptive to market forces, and tap into a firm's intellectual resources to drive breakthrough results.

Managing Teams for Innovation and Success approaches team building at the strategic level. Participants evaluate not only the structure and management of high-performance teams, but also whether it is appropriate to use teams or individuals to most effectively accomplish a given goal. Participants also explore team dynamics from the perspectives of both team leaders and team members in order to build a deeper understanding of the implications of management decisions.

Dates: June 12 – 17, 2011

Application Deadline: May 9, 2011

Location: Stanford University

Fee: \$9,200

Contact Number: 650.723.3341

University of California Berkeley

Berkeley Executive Leadership Program

<http://executive.berkeley.edu/programs/bexl>

There's never been a more urgent need for leadership skills that get results.

The Berkeley Executive Leadership Program: Leading in the New Economy will broaden your leadership portfolio and give you critical skills to effectively direct your team and your organization through uncertain times.

This program is led by top Haas School faculty and features a session with Inder Sidhu, Senior Vice President, Strategy & Planning, Worldwide Operations, Cisco.

This program utilizes a variety of experiential learning techniques, including case studies, group projects and individual faculty coaching sessions.

At the end of the program, participants will be awarded a certificate of completion by the UC Berkeley Center for Executive Education.

Dates: November 7 – 11, 2011

Location: UC Berkeley campus

Fee: \$7,950 (early registration before June 1, 2011)

\$8500 after June 1, 2011

Executive Coaching Institute

<http://executive.berkeley.edu/programs/executive-coaching/>

The primary focus of the executive coach training is for participants to learn the skill set that is necessary to coach a variety of business professionals as well as work groups. The coaching session is a one-on-one conversation between a leader and peers or direct reports that utilize the following skills:

- *Setting the Stage:* Preparing the physical environment and clarifying the intention of the coaching session.
- *Tracking:* Building awareness of behavior, thought processes, and actions.
- *Inquiry:* Asking open-ended, curious questions.

- *Naming It:* Bringing to light those things that are unspoken but are obstacles to moving forward.
- *Playback:* Listening with the intent of playing back what the speaker said. This promotes reflective listening, empathetic listening, and listening for possibility.
- *Effective Feedback:* Offering specific, focused, balanced feedback to overcome obstacles and foster a change in behavior.
- *Serving as a Sounding Board:* Bringing forth full presence and practicing unconditional positive regard.

Dates: August 22 – September 3, 2011

Location: UC Berkeley campus

Fee: \$19,500

New Manager Boot Camp

<http://executive.berkeley.edu/programs/new-manager-training>

You've worked hard to develop expertise in your field, and you've been rewarded with a management position that brings a new set of challenges. Mastering the art and science of effective management requires an additional set of skills – beyond what got you here. Unlock the full potential of your team, and yourself, at UC Berkeley's New Manager Boot Camp.

This intensive management training program is designed specifically for recently promoted engineers and scientists who want to excel as leaders in the dynamic high tech and life sciences industries. The program includes a combination of lectures, case studies, and individual and group exercises designed to give you tools that will immediately enhance your ability to lead effectively.

Award-winning faculty and industry leaders from the worlds of high tech and life sciences will team up in this two and a half day program to ensure you are ready to face the following challenges:

- Engaging and inspiring others
- Assembling and retaining the best talent
- Prioritizing and making quality decisions
- Navigating your organization's unique power structure to get things done
- Mastering the art of personal, group, and remote communications

The program also provides a unique opportunity for a peer-networking forum, facilitating cross-pollination of ideas and best practices.

The program will be held at the Haas School of Business at UC Berkeley, which was recently ranked the #1 full-time MBA program in the United States by *The Economist*.

Dates: June 6 – 8, 2011

October 12 – 14, 2011

Location: UC Berkeley campus

Fee: \$2,995 (reduced for early registration)

After Early registration: \$3,200

**For more information on these programs please contact
510.642.9167**

University of California Los Angeles

Behavioral Decision Making in Teams

<http://www.anderson.ucla.edu/x27645.xml>

This session explores the psychology of decision-making both at the individual and the group level. The common decision making traps that lead good managers to make bad decisions are addressed. And the “wisdom of crowds” is shown to present its own perils even though groups can mitigate some decision-making errors made by individuals. Finally, the session delivers strategies for becoming a more influential group member.

Dates: TBD

Location: UCLA

Fee: \$750

Cultural Management and the Bottom Line

<http://www.anderson.ucla.edu/x30652.xml>

Corporate culture is a critical driver of organizational competitiveness, performance and bottom line profitability. This course deals with the effective management and leadership of corporate culture as a strategic and organizational variable.

Dates: May 4, 2011

Location: UCLA

Fee: \$750

Contact Number: (310) 825-2001

University of Chicago

Essentials of Effective Management: The Psychology of Management

<http://www.chicagoexec.net/chicago.nsf/Program.html?OpenNavigator&id=310>

Success in management requires an understanding of the factors that shape individual and group behaviors and attitudes. Managers must be self aware as well as make an effort to understand others' attitudes, thoughts and beliefs. This course provides the tools and concepts to explore assumptions that we hold about why people do what they do. How do our defaults systematically bias actions in the workplace? How can we put our improved understanding into practice in order to change our behavior and the behavior of others? What can we do to prepare for management challenges?

The course, grounded in social psychology, will focus on situational cases of behavior, including one's own. The course will introduce frameworks and principles aimed at more effectively managing oneself and others. Participants will examine topics such as motivation, social perception and interpersonal dynamics, influence and persuasion, group decision making, organizational culture and commitment, ethics, and leadership.

Dates: April 11-15, 2011

September 19-22, 2011

December 12-16, 2011

Location: Chicago campus

Fee: \$7,950

High-Performance Leadership

<http://www.chicagoexec.net/chicago.nsf/Program.html?OpenNavigator&id=440>

Leaders need to create an environment that fosters high performance. In order for a business unit to create value for the organization, the brainpower within the workgroup that will lead to innovative products, services, and markets must be unleashed. Participants will learn and practice a six-step collaboration model that high-performing groups use to encourage the flow of ideas and to solve complex problems. Through this course, participants will learn the behaviors that accelerate or stifle high performance, how to better leverage the positive attributes of the work environment, and

techniques to build performance drivers into their company.

Dates: November June 27-July 1, 2011 and December 12-16, 2011

Location: Chicago campus

Fee: \$7,950

Leadership as Performance Art

<http://www.chicagoexec.net/chicago.nsf/Program.html?OpenNavigator&id=400>

Leaders rise to high levels of effectiveness when they develop strong connections to the performance aspect of their role. Life requires improvisation. No matter how much one plans, the unpredictable appears. Rapid changes in customer and employee needs, the increasing geographic reach of many organizations, and shifting competitive landscapes reward leaders who can improvise skillfully rather than follow out-dated routines.

Through the lens of theater, this program engages participants with perspectives and skills necessary to become:

- More authentic actors in connecting to diverse audiences
- More powerful directors in bringing forth the talents of others within an organization

Dates: April 25-29, 2011 and October 24-28, 2011

Location: Chicago campus

Fee: \$7,950

For further information on all programs please contact:

(312) 423-8042

University of Minnesota

Creating a High Performance Organization

<http://www.csom.umn.edu/Page4876.aspx>

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.

Dates: October 24 – 26, 20101

Fee: \$3,000

Managing Leadership Paradoxes

<http://www.csom.umn.edu/Page10367.aspx>

Leaders who are unable to maneuver complexity and ambiguity often find their solutions creating new problems or making matters much worse. Raise leadership performance and avoid these missteps by tapping the power of “both/and” thinking. Recognize that each of our strengths, those that motivate us in how we interact with others, serve us best when seen and managed as part of an interdependent pair (i.e., needing both humility and confidence). When we supplement our strengths with something very different, yet complementary, the opportunity for success increases dramatically over the long term. Polarity Management® principles and methods make visible alternate strategies that may have been hidden in the past. The paradoxes become more evident and tangible as you raise self-awareness and become more intentional in your actions.

Date: April 7, 2011

Fee: TBD

Presentations: Coaching for Executives

<http://www.csom.umn.edu/Page4832.aspx>

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.

Dates: September 20 -22, 2011

Fee: \$3,500

For Further Information on all programs contact

612-625-0027

University of Missouri

Management Series

<http://mti.missouri.edu/1471/default.aspx>

Perhaps you are a natural-born leader, or perhaps you are like most of us and you are mining your way to success by simple trial and error. Take the guess work out of your job and learn how to

increase your influence with your team by becoming a more effective manager. The Management Series is a six-week course that will boost your confidence when it is time to deal with the performance, communication, and motivation of your most important resource, your employees. Develop your knowledge of topics such as emotional intelligence, mentoring and coaching and life balance.

Hone your skills in delegation and handling conflict in order to inspire your team to achieve their potential. Regardless if you are a seasoned manager or one just on the move, this course is loaded with fresh ideas that will help you maximize your role as a leader.

Dates: every Thursday from June 20 - 24, 2011

Supervisory Certificate Series

<http://mti.missouri.edu/1466/default.aspx>

It makes sense to hire front-line staff into supervisory positions; they have the technical skills you are looking for, it's motivational to all employees and reduces the costs associated from hiring outside. Often times though, these employees lack the supervisory, management and leadership skills necessary to thrive in their new roles.

This continuing education program is designed to give new supervisors the skills they need to become successful.

It is designed for individuals who have been promoted through the ranks and need to learn how to supervise others.

Dates: every Tuesday from June 7 - 10, 2011

Working With Millennials

<http://mti.missouri.edu/1472/default.aspx>

The influx of Millennials into our workforce has left supervisors and managers everywhere looking for ways to engage this highly active, constantly changing group. After learning the tools in this powerfully engaging session, you will be able better captivate the Millennial generation while keeping them "plugged-in" to your work environment. Join our dynamic speaking duo who represent years of experience in training design and delivery.

Date: May 18, 2011

Business Writing

<http://mti.missouri.edu/1462/default.aspx>

Today's fast paced, technology-rich business environment requires excellent writing skills. How much of your time on the job is spent writing? For many people, the day is filled with email messages, reports, internal memos, and letters to customers or constituents. Poorly written documents can produce confusion, conflict, or even losses of productivity. This one-day workshop is designed to help

you become a more precise, skilled business writer. Discover how to compose clear, accurate, and grammatically correct messages to improve your ability to communicate effectively with others.

Dates: May 25, 2011

For more information on all these programs please contact:

(573) 882-2860

University of Missouri Kansas City

Maximizing the Potential of Your Workforce

<http://www.bloch.umkc.edu/professional-education/executive-education-center/course-listings/maximizing-the-potential-of-your-workforce--leveraging-the-strengths-and-managing-the-differences-of/index.aspx>

Today's workforce is a complex mosaic of generations, cultures, work styles, and personal attributes. This seminar is designed to help managers leverage each person's strengths while minimizing misunderstandings and conflicts. Leading edge research and case studies will provide opportunities for participants to understand a variety of viewpoints, and target the traits that bridge our differences. You will learn how to apply this information to rally your teams around common goals, improve group/team interaction, clarify expectations and deliver targeted feedback, and create a motivational climate that promotes energy, enthusiasm, and high performance.

Date: November 4, 2011

Location: University of Missouri Kansas City

Cost: \$495

For more information on this program please contact

816-235-5439

University of Nevada Reno

Working with the Problem Employee

https://www.cisweb1.unr.edu/cxs/CourseListing.asp?master_id=146&course_area=CX&course_number=128&course_subtitle=00

Learn to identify and analyze employee behaviors that indicate a problem may exist, and to create a more efficient and low-stress work environment for all. Topics include common problems facing today's employees, interventions supervisors can perform to encourage staff to get help for their difficulties, and available resources.

Key Learning Objectives:

- Gain the ability to identify employee behaviors indicating a problem may exist
- Develop strategies for creating a more efficient and low-stress work environment
- Explore common problems, possible interventions and available resources

Date: May 25, 2011

Location: UNR campus

Fee: \$205

Managing and Supervising People

https://www.cisweb1.unr.edu/cxs/CourseListing.asp?master_id=121&course_area=CSM&course_number=103&course_subtitle=00

In two highly interactive days focusing on the basic skills necessary to successfully manage and lead others, you will engage in self-assessment exercises, role playing and simulations to help you learn and practice behaviors integral to building high-performing work groups. Key topics include making a successful transition to management, creating a balance between leading and managing, determining your personal style preferences and their impacts on others, group problem solving, managing conflict and consensus building.

Dates: June 2-3, 2011

Location: UNR campus

Fee: \$325

Performance Management

https://www.cisweb1.unr.edu/cxs/CourseListing.asp?master_id=127&course_area=CSM&course_number=104&course_subtitle=00

This in-depth course equips new, future and veteran supervisors with the skills to carry out each of the essential steps of performance management. Participants will gain the tools to establish clear expectations, measure employee performance, create employee development plans and skillfully conduct the performance feedback interview.

Dates: March 31-April 1, 2011

For more information on these courses please contact

(775) 784-4046

University of New Mexico

Communicating Effectively at Work

<http://mgcert.mgt.unm.edu/programs/communicate.asp>

Communication, more often than not, means you want something to happen, and how well you communicate is measured by the results you achieve. Our program will help you develop the essential skills of interpersonal communication, business writing, presentations and meeting facilitation. You will learn practical, proven techniques for communicating effectively, writing with credibility, improving leadership skills and projecting a more confident, polished and professional image.

Conflict Management

<http://mgcert.mgt.unm.edu/programs/conflict.asp>

If you encounter difficult situations on a regular basis with a co-worker, a supervisor, a direct report, a client, a vendor, or within a team, you know that interacting effectively with others is key in getting what you want. Throughout our program you will have the opportunity to delve into conflict situations from a variety of angles, achieving a broad understanding of conflict resolutions and negotiations, and walk away with personalized practical skills on how you can confidently collaborate with others without leaving a trail of debris.

For more information on these programs please contact:

(505) 277-2525

University of Northern Iowa (needs to be updated, 2/15/11)

Emotional Intelligence: Another Dimension to Intelligence

<http://www.bcs.uni.edu/execdev/ContentPage.aspx?id=56>

Success requires more than IQ (Intelligence Quotient), which has been the traditional measure of intelligence. Elements of behavior and character are just as important. Emotional intelligence principles provide a new way to understand and assess people's behaviors, management styles, attitudes, interpersonal skills, and potential. Emotional Intelligence is an important consideration in human resources planning, job profiling, recruitment interviewing and selection, management development, customer relations and customer service, and more.

Date: August 19, 2010

Location: Room 30 in the Business and Community Services Building, on the UNI campus

Contact Number: 319-273-5851

How to Keep Employees Happy and Motivated in a Down Economy

<http://www.bcs.uni.edu/execdev/ContentPage.aspx?id=55>

Organizations do not need new people; they need to motivate the ones they have. Be introduced to advanced principles of motivation, and develop and utilize strategies that will best fit your direct reports and organizational culture. Plus, learn how to maintain and improve employee morale in both good and difficult times.

Date: October 14, 2010

Location: Room 30 in the Business and Community Services Building, on the UNI campus

How to Manage Nests of Negativity

<http://www.bcs.uni.edu/execdev/ContentPage.aspx?id=49>

It happens in all organizations-gossiping, complaining and finger pointing. Learn how to identify and confront employees who are never satisfied and vicious with their words and accusations. Also, discover how to read employees' nonverbal communication and handle saboteurs before they infect the rest of the team.

Date: June 29 and September 9, 2010

Location: Room 30 in the Business and Community Services Building, on the UNI campus

Managing People Through Change

<http://www.bcs.uni.edu/execdev/ContentPage.aspx?id=53>

We all know change is inevitable. As an effective leader, one of your roles is to help employees manage all these changes. In this class, understand the different stages of change and the emotions employees will experience throughout the change process. Participants will practice how to engage staff in a productive, constructive dialogue, use coaching techniques to transition people into their new roles and responsibilities, and help employees deal with ambiguity. This class will help the people recognize the symptoms when employees are saboteurs or “actively disengaged.” They will also gain the language and dialogue skills to use with employees who are struggling and need to leave the organization.

Date: November 11, 2010

Location: Room 30 in the Business and Community Services Building, on the UNI campus

University of Richmond

Managing Project Teams

<http://business.richmond.edu/executive-education/course-list.html>

The selection and management of your project team is as important as the project plan itself. Without a cohesive project team and the interpersonal chemistry to function as a unit, your project may fall short of everyone's expectations. Successful project managers utilize proven team management techniques in the selection, direction and motivation of their project.

Your success as a project manager hinges on realizing the power of your team and being proactive in accepting responsibility for team output and results. This unique program offers a comprehensive look at the tools, techniques and methodologies that successful project managers use in a broad array of industries and projects.

Dates: July 21 – 22, 2011

Fees: \$995

Managing Conflict Effectively

<http://business.richmond.edu/executive-education/course-list.html>

Conflict wears many faces. Whether you face difficult people or tough situations, you need cooperation to resolve a problem. This one-day workshop will give you the tools to take responsibility for making relationships work and will show you how to manage conflict using simple, effective steps in a non-threatening manner. Your organization will benefit from increased efficiency, more creative thinking, and stronger teamwork.

Dates: May 12, 2011

Fees: \$545

The Inspirational Leader

<http://business.richmond.edu/executive-education/course-list.html>

What do we need to do as leaders to convey more positive energy, to create opportunities to challenge and inspire others? How do we lead and encourage others toward excellence, greater creativity, and more job satisfaction? This two-day program will present current research on what "drives" all of us toward greater commitment and achievement, regardless of monetary and nonmonetary rewards. In addition, specific guidelines will be offered for developing an "inspiring plan" that gets employees fired up and energized about their work, their team, and their organization - that makes them want to come to work every day.

Dates: May 24 – 25, 2011

Fees: \$875

Management Tools and Techniques for the Technical Professional

<http://business.richmond.edu/executive-education/course-list.html>

Effective management must be learned either through experience or from a technical professional who has made the transition into management. In either case, there is a learning process. This tools and techniques-oriented session examines how to develop an effective management style that will guide your transition from a technical position into the management ranks. Learn how to leverage your technical expertise into a powerful management style.

Dates: April 25 – 26, 2011

October 22 – 23, 2011

Fees: \$995

For more information on these programs please contact:

804-209-8000

University of South Carolina

Leading and Facilitating High-Performance Teams

<http://www.moore.sc.edu/execed/publicprograms/leadershipmanagementprograms.aspx>

When individuals become team leaders or multi-team facilitators, they must master a variety of skills that allow them to resolve disputes, evaluate performance, and keep teams on the right track. This program, taught in an experience-based workshop format, offers you a 360° view of teams from the perspective of an organizational team member. Relevant to team leaders who wish to “retool” and to managers who are just beginning the process, participants will practice skills that enhance team performance in experiential learning situations and then receive direct feedback on their personal performance.

Dates: April 26 – 28, 2011

December 13 – 15, 2011

Fees: \$1390 , \$1250 (2 or more registrants / same dates and organizations)

Supervisor Development

<http://www.moore.sc.edu/execed/publicprograms/leadershipmanagementprograms.aspx>

Supervisors assume an incredible amount of responsibility when people issues are thrust squarely in their laps. With all that is at stake, the "sink or swim" approach is unacceptable. This program is designed to enable new supervisors to "swim" by taking the mystique, fear, and uncertainty out of the supervisory challenge while enhancing their own personal productivity.

Dates: May 2 -5, 2011

November 7 – 10, 2011

Fees: \$1950 | \$1750 (2 or more registrants/same dates & organization)

High Performance Coaching

<http://www.moore.sc.edu/execed/publicprograms/managementdevelopment.aspx>

High-Performance Coaching is a two-day program for managers and leaders that assists them in the strategic skill of coaching. It is a powerful course applicable to business settings so that managers can learn, practice, and master coaching skills. It is an interactive model that managers, leaders, and coaches can implement immediately in their organizations to promote innovation and accelerate

results, develop and retain valuable organizational members, improve organizational communication and team effectiveness, and deepen commitment to personal, professional, and organizational goals.

Dates: April 12 – 13, 2011

October 18 – 19, 2011

Fees: \$1,690 | \$1,520 (2 or more registrants / same dates & organization)

For more information on these programs please contact

1.803.777.4443

University of Texas

Building Engagement: What Leaders Do To Manage Talent and Build Allegiance

<http://www.mcombs.utexas.edu/execed/open/engagement.asp>

Both formal and informal leadership are essential to creating engagement in today's competitive work environment. This program examines what it takes to "make it" as a leader, and presents a wide variety of practical moves successful people make to create loyalty and build commitment.

Different than many sessions of this sort, we look at specific steps you can take to enhance interpersonal effectiveness and generate high levels of engagement among your co-workers. In this program, we discuss research findings where leaders world-wide were asked to describe what they did, on a daily basis, that made them successful leaders.

Dates: October 6 – 7, 2011

Location: AT&T Executive Education and Conference Center

Fee: \$2,450

Leading Effective Project Teams

<http://www.mcombs.utexas.edu/execed/project-management/leadership.asp>

To lead a diverse team of people towards a common goal in the face of significant risk and uncertainty. The participant will be able to set up and lead high-performance teams effectively, even within organizational structures where influence, rather than direct authority, is the primary control mechanism. Complex interfaces are carefully managed using a decision-making process that draws upon a number of effective communication tools.

Dates: TBA

Fee: \$2,450

Leading High Performance Teams

<http://www.mcombs.utexas.edu/execed/open/leading.asp>

Managers in today's business world must become creative leaders who inspire productivity and motivate employees to achieve organizational goals and objectives. Faced with ever increasing demands, managers are being asked to perform functions formerly in the realm of human resource and other departments. This program will provide you with a comprehensive toolkit of the major functions effective leaders perform: hiring, communicating, motivating, negotiating, teaming, evaluating, rewarding and creating a high performance culture. You will examine and learn the critical skills effective managers use to motivate and lead others, and how to foster group cohesiveness.

Dates: October 4-5, 2011

Location: AT&T Executive Education and Conference Center

Fee: \$2,450

Virtual Leadership: Leading Dispersed Teams

<http://www.mcombs.utexas.edu/execed/open/virtual.asp>

At a time of corporate belt tightening, people are traveling less and meeting less frequently with their fellow team members and leaders. Virtual teams are already a fact of the global marketplace as companies leverage talent spread across the world and technology allows better communication. This trend is increasing rapidly as travel restrictions lessen face-to-face interaction.

You will examine what it takes to lead and work with distanced teams. The program draws from recent research to identify the necessary skills members of virtual teams need for creating successful teams. A two-stage model of distance leadership is introduced that teaches participants how to more effectively work with, and lead, teams that work far apart.

Dates: May 10-11, 2011 and December 1-2, 2011

Location: AT&T Executive Education and Conference Center

Fee: \$2,450

For more information on these programs please contact

(512) 471-5921

University of Utah

Leadership and Competitive Advantage

<http://www.business.utah.edu/executive-education/leadership-and-competitive-advantage>

One of the keys to your success as a manager is the ability to generate energy and commitment among people within an organization and to channel that energy and commitment toward critical organizational goals in an ethical and responsible way. Doing so requires a thorough understanding of the root causes of human attitudes and behavior, as well as knowledge of how your actions and the surrounding organizational context influence those attitudes and behaviors. Understand your individual leadership style, how to effectively communicate organizational values, ethics and goals, influence behavior and ensure a high level of team member capability, commitment, motivation, accountability and performance.

Dates: **May 9 – 10, 2011**

Location: University campus

Fee: \$1,300

Maximizing Your Leadership Potential

<http://www.business.utah.edu/executive-education>

When does leadership matter most? At those moments, how do you lead? What can you do to inspire employees to assume more responsibility for contributing to your organization? How can you use your personal leadership skills to tackle organizational challenges? The demand for exceptional leadership has never been greater. This three-day course will enhance your ability to lead and build leadership, not only in your current position but throughout your career. You will examine the qualities of great leadership and your role within it. You will build the competencies you need to create a culture of cooperation and commitment, foster productivity, generate new ideas and improve the bottom line. This seminar will focus on how leaders through all of their actions, can create a social system that supports the goals of the organization and the performance of individuals within the organization.

Dates: May 9 – 10, 2011

Location: University campus

Fee: \$1,500

Communication Strategies for Improving Performance

<http://www.business.utah.edu/executive-education/communication-strategies-for-improving-performance>

This session will explore the group dynamics and the elements that are necessary for a successful group or team. Theoretical framework and common vocabulary will be explored in order to better understand and be able to interpret things that happen in groups. Participants will examine a phenomenon in groups, describe it from a conceptual standpoint, evaluate it from a critical standpoint, and make recommendations to improve it. At a more personal level, this session will help participants become a more effective participant in any group or team they choose to join, whether as an employee, manager, volunteer, etc.

Dates: May 11 and May 12, 2011

Location: University campus

Fee: \$975

For more information on these programs please contact

801-581-5577

University of Virginia

Managing Conflict and Creating Consensus

<http://www.darden.virginia.edu/web/Executive-Education/Open-Enrollment-Program/Capability-Development/Managing-Conflict/>

Managing Conflict and Creating Consensus is designed specifically for managers facing recurrent climates of individual and institutional conflict. These conflicts may stem from a shortage of critical resources, rapid expansion, a recent merger or acquisition, ineffective or flawed communication, the shift from the entrepreneurial stage of business development to one of implementation, pressures resulting from rapid growth and development, or organizations undergoing significant change.

Dates: August 16 – 19, 2011

Fee: \$6,900

Power and Leadership: Getting Below the Surface

<http://www.darden.virginia.edu/web/Executive-Education/Open-Enrollment-Program/Leadership-and-Change/Power-and-Leadership/>

Stop forcing and start leading! Through *Power and Leadership: Getting Below the Surface*, you will become a better leader by exploring the differences between coercive power-based leadership and deeper "level three" leadership. Participants engage a powerful leadership model that includes personal characteristics, strategic thinking skills, abilities in influencing others, creating inspiring organizational designs, and principles of leading change. Each will be applied to a variety of challenges at the organizational, workgroup/functional, and personal levels. This program will stretch

your view of leadership, your techniques of influence, and your role in your organization. In the end, leadership enables results—results based on engaged teamwork rather than coercive mercenary models.

Dates: May 01 – 06, 2011

Fee: \$9,100

Dates: September 25-30, 2011

Fee: \$9,100

For more information on these programs please contact:

(434) 924-3000

University of Wisconsin Madison

Gaining Commitment: Coaching and Motivating in the Workplace

<http://exed.wisc.edu/courses/motivating-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.

Dates: May 2-4, 2011

August 22 – 24, 2011

November 30 – December 2, 2011

Fee: \$1,895

Leading and Working With People

<http://exed.wisc.edu/courses/LeadingWorkingWithPeople>

Great leaders realize people are their company’s most important asset. They know the potential energy each member of their team brings to work every day and understand how to harness that energy.

“*Leading and Working with People*” will show you how to approach leadership from a people perspective. You will learn motivational skills that build individual confidence and group cohesion. You will discuss characteristics, skills and behaviors of leaders who lead by example, rather than title. You will learn new communication models that encourage an open flow of fresh ideas and how you can empower your people to confidently master new roles and responsibilities.

New leaders moving up from subordinate positions will learn how to overcome the obstacles that most new supervisors face. Group discussion and activities reveal how others deal with these transitions. You will learn the importance of accountability and trust in management, and what you need to know to be the leader that people want to follow.

Dates: November 1 – 3, 2011

Fee: \$1,595

Mastering Supervisory Skills

<http://exed.wisc.edu/courses/MasterSupervisorSkills>

At the heart of every great manager is a leader who people want to follow. Achieving that level of leadership takes time, experience and an understanding of the mechanics of supervision at its most basic level.

The “Mastering Supervisory Skills” unit takes you through the principles of delegation, performance management, problem solving and decision making. You will learn many approaches to planning task assignments that promote good time management while building trust, confidence, skills and productivity that will help your entire organization.

The performance management section will explore what it takes to reach organizational goals. You will learn to build your employees’ strengths with techniques that engage interest, motivate minds and expose talents.

The problem-solving section teaches proven procedures for resolving workplace issues. You will identify and work through factors within your environment and yourselves that influence your ability to resolve issues fairly and make value-added decisions.

Dates: May 9-11, 2011

December 5, 2011 – December 7, 2011

Fee: \$1,595

The Manager’s Role as Leader

<http://exed.wisc.edu/courses/managers-role>

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.

Dates: June 13-15, 2011 and October 31 – November 2, 2011

Fee: \$1,895

Project Leadership Communication

<http://exed.wisc.edu/courses/ProjectLeadershipCommunication>

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 excellent communication. In this 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 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.

Dates: May 5 – 6, 2011

August 11 – 12, 2011

October 6 – 7, 2011

November 10 – 11, 2011

Fee: \$1,395

Success Under Duress: Emotional Intelligence, Conflict Management, and Negotiations

<http://exed.wisc.edu/courses/emotional-intelligence>

According to a report in the *New York Times*, between 48-50% of an employee's time is spent in conflict situations. Further, organizations that have a process for resolving conflict in the workplace are much more productive than those who do not.

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.

Dates: April 4-6, 2011

October 19 – 21, 2011

Fee: \$1,895

For more information on these programs please contact

608-441-7357

Washington University in St. Louis

Leading Innovative Teams

<http://www.olin.wustl.edu/executiveeducation/OPP/Pages/UpcomingSeminars.aspx>

Much of the innovation that underlies the sustained competitiveness of contemporary organizations is led by the efforts of creative, learning-oriented teams. When implemented intelligently and managed well, teams can tap into the creative energies of an organization's workforce in order to spur innovation, lead continuous improvement, and stimulate needed change. This seminar demonstrates for participants the power of innovative teams and shows them how to start building and implementing these teams inside their organizations.

Date: December 8, 2011

Location: St. Louis

Fee: \$750

Leader as Coach

<http://www.olin.wustl.edu/Events/Pages/Event.aspx?CID=588|Executive Programs Calendar&Referrer=http%3a%2f%2fwww.olin.wustl.edu%2fexecutiveeducation%2fOPP%2fPages%2fUpcomingSeminars.aspx>

The Leader as Coach seminar trains managers to become coaches for their employees. It is a workshop that prepares leaders and managers to use coaching strategies that build commitment while fostering and sustaining growth in their employees. The coach is a catalyst who equips employees with the ability to develop themselves. This program helps managers and other employees emerge as true leaders.

Date: May 3, 2011

Location: St. Louis

Fee: \$750

For more information on these programs please contact:

314-935-9494

Webster University

Creating a Climate for Success

http://www.webster.edu/cfpd/seminars.shtml#climate_of_success

Effective leadership is a key predictor of organizational success. A leader's behavior starts a domino effect that impacts how they create organizational climate, how that climate affects performance and the overall success of the organization. Mary Ann Moore facilitates this half-day course which is based on extensive research at Harvard Business School and the motivational theories of David McClelland, PhD. This workshop will provide you with tools and information to improve the climate where you work and make it a place where people not only want to work, but want you to be their leader.

Date: September 13, 2011

Fee: \$395

Leadership Through People Skills

http://www.webster.edu/cfpd/seminars.shtml#lead_through_people_skills

Coaching to gain support, coordinating team efforts and improving performance are critical leadership skills. These are skills that are hard to define when each person has their own unique individuality and on-the-job behavior. With four distinct styles of on-the-job behavior to be aware of, not being able to recognize and adapt to them makes a leader less optimally effective. This 3 day seminar is beneficial in identifying strengths and weaknesses within your employee's and practicing the necessary skills to use that knowledge in effectively leading your employees.

Dates: October 18 - 20, 2011

Fee: \$1,995

Recognizing and Removing Barriers to Performance

<http://www.webster.edu/cfpd/seminars.shtml#RecognizingBarriers>

Great managers can read people and note that their employees have different skills, concerns, and levels of motivation. Further, they know that if they ignore these diverse needs, there is a greater chance that their employees will waste energy moving in the wrong direction, get frustrated with lack of success, or disengage completely from a project or team. The effective manager knows how to adjust his or her style to match the needs of the team and the situation. This half-day course uses the DiSC model and is designed to help managers recognize team and staff needs, and adjust as needed to remove barriers to higher performance.

Date: October 7, 2011

Fee: \$395

Power Writing

http://www.webster.edu/cfpd/seminars.shtml#power_writing

Release your potential through the power of effective writing at this half-day session where you will learn to project authority and expertise, overcome writer's block, and develop a writing process that can be applied to any form of communication.

Date: October 1, 2011 and November 16, 2011

Fee: \$195

For more information on these courses please contact

314-246-3135

Wharton—University of Pennsylvania

Creating and Leading High-Performing Teams

<http://executiveeducation.wharton.upenn.edu/open-enrollment/leadership-development-programs/creating-leading-teams.cfm>

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.

Dates: June 13 – 17, 2011 and October 3 – 7, 2011

Location: Philadelphia (Wharton-University of Pennsylvania)

Cost: \$8,950

Leading and Managing People

<http://executiveeducation.wharton.upenn.edu/open-enrollment/leadership-development-programs/leading-managing-people-program.cfm>

This mind-shifting leadership development program offers you an opportunity to step free of the blind spots that automatically arise in fast-paced, get-it-done work situations. You'll see how you affect your employees — positively and negatively — and gain practical tools and frameworks that help you lead them more effectively to achieve the results you need. This program is complementary to ***Building Relationships That Work***, which focuses on revitalizing the relationships that affect the quality and profitability of your business.

Dates: September 26-29, 2011

Location: Philadelphia (Wharton-University of Pennsylvania)

Cost: \$7,500

Contact Number: 215.898.1776

[ECQ2 Table of Contents Link](#)

[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.

Brookings Institute

Executive Coaching

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

Executive coaching is a future-focused discipline that gives you the support you need to explore new career and development options and build the self-awareness you'll require to be most effective at work. Your coach is trained to ask questions and make observations to prompt you to examine yourself, your work environment, and your options with fresh eyes. He or she will support you as you change and grow. Your coach will work with you on a personalized coaching plan and recommend any additional resources after your free sample session.

Coaching is completely confidential. Organizations funding coaching for their executives will not have access to any of the information shared in coaching sessions, except at the request of the client. Coaching is a development tool. It often prompts new directions and big changes, but should not be used where an outcome is already pre-determined, either by the client or an organization.

Location: Sessions can be scheduled at Brookings headquarters, in your private office, or even over the phone (Brookings Institute)

Cost: \$3,750 for 15 Sessions

Critical Thinking: Solving the Right Problems

Executives and managers often grapple with complex, ill-structured challenges that are not recognized as problems until they loom large. Creatively and effectively solving these problems often involves leading a diverse team, which presents its own challenges. Indeed, these teams often end up solving the wrong problem. This course introduces critical thinking and helps leaders proactively manage their organizations and agencies for long-term success. A central focus is the difference between formulating problems and solving them, and 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.

Program Benefits

- Define critical thinking and how it applies to team activities in government agencies
- Understand the difference between problem formulation and problem solving, and develop the capacity to run processes for each
- Recognize, identify, and overcome common pitfalls in implementing problem formulation and problem-solving activities

Location: Brookings Institute (Washington DC)

Date: April 26th-April 27th, 2011

Cost: \$1,895

Communicating for Success

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

Learn to craft and deliver messages effectively and persuasively. Master communicators help you develop presentation techniques for a range of professional situations, building on your own personal leadership strengths. Marketing experts demonstrate the value of researching an audience before honing and delivering your message, while journalists and television producers offer practical support to improve your on-camera presence and ability to stay on message.

Date: May 09-11, 2011

Location: Washington, DC (Brookings Institute)

Cost: \$2,575

For more information on these programs please contact

202.797.6000

City University of Seattle

Project Management (online)

http://www.cityu.edu/programs/som/gc_project_management.htm

Our program is designed to give you the advanced knowledge you need to organize and lead projects in a variety of different settings and disciplines. Activities include a combination of individual and team experiences. You will participate on real and virtual teams throughout the program. You will be able to apply your newly learned skills immediately within your organizational environment. All of our courses are based on the PMI's Body of Knowledge (PMBOK®) and qualify for PMI's Professional Development educational/training Units (PDU®), which are crucial to certification.

Location: Online

Dates: Winter, fall, spring and Summer Terms

For more information on this course please contact

425.637.1010

Columbia University

Strategic Problem Solving

<http://www4.gsb.columbia.edu/execed/programs/detail/137810/SPS>

Strategic Problem Solving is organized around the phases of a strategy project: defining the project, structuring the problem, gathering data and analyzing it, developing recommendations and gaining organizational buy-in.

Dates: TBD Fall 2011

Location: [Columbia University Campus](#), New York City

Cost: \$4,350

Leading Strategic Growth and Change

<http://www4.gsb.columbia.edu/execed/programs/detail/10427/Leading+Strategic+Growth+and+Change>

Leading Strategic Growth and Change is a five-day program focused on 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.

If you have ever worried about how to drive new growth or how to make a change initiative successful, you will enjoy the insights developed in this course.

Dates: June 6-10, 2011 and October 3-7, 2011

Location: Columbia University

Cost: \$7,950

Contact Number: 212-854-6016

The Graduate School (DC)

Managing for Results

http://www.graduateschool.edu/course_details.php?cid=EXEC9913L

Managing for Results is a three-day seminar addressing the issues and concerns affecting the balanced scorecard, entrepreneurship, accountability and much more. SES Executive Core Qualifications Addressed: Business Acumen, Leading Change, Results Driven

Dates: June 13-15, 2011

September 19-21, 2011

Location: Washington, DC (USDA)

Tuition: \$1,575

Contact Number: 202-314-3300

Harvard University

Driving Government Performance: Leadership Strategies that Produce Results

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

Introduces the participants to a variety of proven strategies that have helped a diversity of public executives in a diversity of circumstances produce significant results. This Executive Education program clarifies the leadership principles that undergird these strategies and provides the participants with the opportunity to learn how they can adapt these principles to improve performance in their own organizations.

Date: March 20 – March 25, 2011

Location: Harvard Kennedy School-Executive Program (Cambridge, MA) *Cost:* \$6,450

Application Deadline: February 4, 2011

Science, Technology and Innovation Policy

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

Program will focus on the role of technological innovation in meeting human needs, responding to the global economic crisis, and protecting the environment. The program seeks to examine strategies and measures adopted to align technological goals with long-term development objectives.

Date: May 30-June 4, 2011

Location: Harvard Kennedy School-Executive Program (Cambridge, MA) *Cost:* \$6,300 *Application deadline:* February 25, 2011

Senior Executive Fellows

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

The program does not teach answers to specific problems -- it provides a strategic approach to problem-solving. From the start, you'll take on a leadership role, discovering ways to look at issues

from new perspectives. You'll learn how to generate a more diverse array of possible interpretations, and therefore, a wider range of possible solutions. Through classwork, group work, and individual study, you'll practice strategic analysis daily, until it becomes a natural, ingrained response.

Dates: April 18 - May 13, 2011

Application Deadline(s): February 25, 2011

Cost: \$18,300

Leadership Decision Making: Optimizing Organizational Performance

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

Leadership Decision Making: Optimizing Organizational Performance offers important new insights into leadership based on breakthrough scientific discoveries about decision making. The goal of the program is to prepare participants with the skills to become effective 'decision architects', who design optimal decision making environments within their organizations and improve overall organizational performance.

Dates: November 13-18, 2011

Application Deadline(s): September 30, 2011

Cost: \$6,450

For more information on these programs please contact:

1-800-427-5577

Loyola University Chicago

Project Management Certificate Program

http://www.luc.edu/exec-ed/cert_project.shtml

As budgets get smaller and deadlines get firmer, organizations providing their employees with formal training in project management are being rewarded with immediate savings in time and money. Without formal training, employees must develop their own processes of managing projects through the often time-consuming and inefficient practice of trial and error. Effective Project Management involves building and managing teams, controlling costs, developing timelines, managing risk, meeting deadlines, and solving problems to bring projects in on time and on budget.

This methodology program will improve 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. It allows participants to practice the concepts in a project-based team environment. Time built into the curriculum for shared insights, past experiences, and best practices make the course even more relevant and applicable for all participants. Completion of Loyola's Project Management Certificate program fulfills 35 Category Four PDUs for PMI's Project Management Professional (PMP) exam.

Dates: June 20-24, 2011

Location: Loyola Water Tower campus

Fee: \$2,400

Contact Number: 312-915-6781

MIT Sloan Business School

Fundamentals of Law for the Technical Executive

http://executive.mit.edu/openenrollment/program/leadership_accountability_and_the_law/21

Leadership Accountability and the Law provides senior managers like you with the skills needed to effectively manage these risks. Drawn from the curriculum of MIT Sloan, this two-day program is led by the Senior Lecturer with primary responsibility for the law curriculum and who was, for much his professional life, a practicing attorney with a top U.S. law firm.

Dates:	Jul 14-15, 2011 A Two-day Program for Senior Operations Management
Duration:	Program also offered on these dates: December 15-16, 2011
Location:	Cambridge, Massachusetts
Cost:	\$2,600 (excluding accommodations)

Business Dynamics: MIT's Approach to Diagnosing and Solving Complex Business Problems

http://executive.mit.edu/openenrollment/program/business_dynamics_mits_approach_to_diagnosing_and_solving_complex_business_problems/5

Business Dynamics is an intensive, hands-on introduction to system dynamics modeling with a focus on business and public policy applications. Participants learn to:

- Think systemically and dynamically
- Map the structure of complex systems and understand their dynamics
- Use state of the art software for modeling and simulation of complex systems
- Implement systems thinking and modeling in teams and organizations

- Apply lessons from a variety of successful applications

Dates:	Jun 6 - 10, 2011
Duration:	A Five-Day Program for Managers, Planners, and Strategists
Location:	MIT Campus, Cambridge, Massachusetts
Cost:	\$7,590 (excluding accommodations)

For more information on these programs please contact:

617-253-7166

New York University

Leadership Training for High Potentials

[HTTP://W4.STERN.NYU.EDU/EXECPROGFINDER/SEARCH/DISPLAY_PROGRAM_ITERATION?ITERATION_ID=68](http://W4.STERN.NYU.EDU/EXECPROGFINDER/SEARCH/DISPLAY_PROGRAM_ITERATION?ITERATION_ID=68)

This program will introduce you to a variety of analytical frameworks related to leadership and will help you understand how to apply those frameworks to analyze and address important leadership challenges. It will also provide you with a deeper understanding of how organizations work. An understanding of organizational culture, structure, political dynamics, and so forth, is important for anyone who aspires to be a leader, as effectiveness as a leader hinges on one's ability to accurately read and respond to the organizational context within which one operates. This program will also help make you more conscious of the consequences of the choices you make as a leader in an organization.

Date: September 19-20, 2011

Fee: \$2500 (Accommodation not included)

For more information on these programs please contact

(212) 998-0789

Northwestern University

The Market Focused Organization: Creating and Delivering the Customer Experience

<http://www.kellogg.northwestern.edu/execed/programs/MKTG04/index.htm>

Organizations totally driven by the market consistently outperform their competition in profitability. These organizations carefully segment their customers and deliver an outstanding total customer experience. Truly market-focused organizations not only develop a sound market-focused strategy, but they also align all aspects of their business. In these organizations, everyone, regardless of position or function, knows what the market strategy means for his or her job and makes decisions consistent with this strategy.

In a collaborative learning environment, this program inspires you with the skills to center your firm on the market by learning from your customer's experiences and evaluating the alignment of your organization's strategy and culture.

Dates: May 9-13, 2011

November 13-17, 2011

Location: Northwestern University

Fee: \$8,100

The Science of Lean Six Sigma Operations

<http://www.kellogg.northwestern.edu/execed/programs/TECH09/index.htm>

Generate a sustainable advantage in cost, quality, speed, and customer service to achieve world-class performance. Using real-world case studies, group workshops, and animated computer simulation models, you explore a framework for diagnosing, improving, and designing effective processing systems and for identifying leverage points with the greatest impact on the bottom line.

The Business Process Flow Paradigm examines an organization as a collection of business flows with a critical link between operational drivers and strategic success. You will analyze a set of "laws" representing the core science of lean operation in a collaborative learning environment --which describe the underlying behavior of manufacturing and service systems.

Taken together, these tools provide a firm scientific foundation for the practice of lean six sigma operations to put into action in your organization

Dates: June 8-10, 2011

Fee: \$3,900

For more information on these programs please contact

847-467-0866

Office of Personnel Management

Project Management Principles

<http://www.leadership.opm.gov/Programs/Specialized-Skills/PMP/Index.aspx>

If you want to learn the basic principles, tools and techniques of successful project managers, this seminar will provide an excellent foundation for effective project management. The Project Management Body of Knowledge (PMBOK) will serve as your guide to key project management terminology and process descriptions. You will learn key concepts in project planning and implementation and practice using them with the assistance of expert facilitators. You will also become familiar with the classic project management framework and learn to plan and manage projects more effectively. A brief online quiz taken before and after the seminar will assess your progress and help to focus your coursework.

Date: Apr 18 - 22, 2011

Location: Western Management Development Center, Aurora, CO (OPM)

Cost: \$3,500.00

Date: Jun 6 - 10, 2011

Location: Eastern Management Development Center, Shepherdstown, WV (OPM)

Cost: \$3,500.00

Date: Aug 22 - 26, 2011

Location: Eastern Management Development Center, Shepherdstown, WV (OPM)

Cost: \$3,500.00

Leadership Competencies: Preparing for the Next Step

<http://www.leadership.opm.gov/Programs/Individual-Assessment-and-Development/DCC/Index.aspx>

If you believe you have what it takes to be a senior manager but need to sharpen your skills in a few key areas, this seminar will help you take stock of your strengths and broaden your range of competencies. The seminar covers the Challenge, Context, Action, and Results model that provides the framework for enhancing your executive skills.

Date: Aug 15 – 19, 2011

Location: Eastern Management Development Center, Shepherdstown, WV (OPM)

Cost: \$3,950.00

Developing Customer-Focused Organizations

<http://www.leadership.opm.gov/Programs/Specialized-Skills/DCF/Index.aspx>

Learn how to make your organization profoundly Customer Focused and know why it matters in government. This course is designed to help you make sense of the best of cutting-edge business practice and research in the public service setting. You will learn how to help your group, your agency, and your workforce to cultivate a relationship with its "customers" that goes beyond mere satisfaction. You will benchmark the frontiers of public sector customer service and learn how government today is improving value delivery and keeping up with new challenges, new responsibilities, and new expectations.

Date: May 23 - 27, 2011

Location: Eastern Management Development Center, Shepherdstown, WV (OPM)

Cost: \$3,500.00

Date: Aug 22 - 26, 2011

Location: Eastern Management Development Center, Shepherdstown, WV (OPM)

Cost: \$3,500.00

Leading Strategically: From Vision to Performance

<http://www.leadership.opm.gov/Programs/Organizational-Leadership-for-Executives/EXE0005/Index.aspx>

Developing a new strategic plan is one of the most common (and essential) ways an organization addresses change. This program offered by the Federal Executive Institute (FEI) provides practical skills for leaders in rapidly changing environments. Through large- and small-group discussions and exercises, you will identify changes your organization must undertake to realize its vision. You will learn the best ways to develop, communicate and refresh your organizational vision through engaging your staff, then focus on ways to evaluate performance on each goal as the change effort progresses.

Competencies Emphasized: Leading Change, Leading People, Building Coalitions, Business Acumen, Results Driven

Date: Mar 9 – 11, 2011

Location: Federal Executive Institute, Charlottesville, VA (OPM)

Cost: \$3,250.00

For more information on these programs please contact:

(304) 870-8008

Penn State University

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

<http://www.smeal.psu.edu/psep/lwi.html>

Aligning Strategy, Leadership, and Culture prepares you to view your organization as a strategic entity driven by an articulated strategic direction. You will acquire a big-picture view of your organization and your role in it. You will learn how to establish a common sense of focus and purpose that drives commitment, cooperation, and performance. You will learn to think in the mindset of your superiors, better understand their perspective, and be able to anticipate and deliver in the manner most useful to your organization.

Program Dates

September 18 – 23, 2011

Fees

\$7,950

For more information on this programs please contact

(814) 865-3435

Santa Clara University

Managing in a Socially Networked World

<http://www.scu.edu/business/edc/programs/increase-operational-efficiency.cfm>

Have you been cutting costs? Are you looking for ways to consolidate departments and share resources? Do you need to be able to scale quickly as the economy picks up? Are you eager to streamline the work in your department and across functions to meet strategic goals?

This program will provide concepts and tools to think differently about the work you are doing, show you how to engage employees in identifying problems, recommend how to gather data to quantify to prioritize issues, and then use a matrix to classify improvement ideas and identify quick wins which can be implemented in 3-4 weeks. It will help you integrate your need and the organization's readiness with select analytical tools so that you can streamline processes 10-80%.

Date: May 19, 2011

Location: Santa Clara University

Fee: \$145

For more information on this program please contact:

408-554-5485

University of Maryland College Park

Introducing the Consulting Edge

<http://www.rhsmith.umd.edu/consultingedge/>

Professional consulting is all about solving problems—using the facts at hand and collaborating with partners to come up with the best answer in a limited time and resources in the most efficient way possible. The Smith School's Office of Executive Education has taken the consulting paradigm and applied it across the managerial spectrum. With today's rapid pace of business, managers, like consultants, are under pressure to deliver results in ever-more complex situations.

That's why Smith's Office of Executive Education developed The Consulting Edge, a unique two-day program to help managers and business leaders do just that. Do you ever wish you could approach a problem with a fresh perspective and develop the best solution? Are you practicing consultant looking to expand your knowledge and boost your career path? Are you a professional and seek to improve your effectiveness in real-world, team and client situations? If you answered "yes," then The Consulting Edge will help you provide the knowledge you need to work like a consultant.

Date: April 28 – 29, 2011

Location: Ronald Reagan Building & International Trade Washington, DC

Fee: \$995 includes classes, meals, materials and ongoing career advisory and networking access.

Contact Number: 301.405.9567

University of Michigan

The Michigan Executive Program

<http://execed.bus.umich.edu/Programs/Michigan-Executive-Program.aspx>

Our Executive Program isn't for the faint of heart, and it certainly isn't for the mediocre. This intense, content-rich program provides a deep and comprehensive understanding of management and leadership across all areas of business. In our program, you learn to adapt to challenges quickly, explore policies, think more critically and update your management skills and styles to lead your company to compete in the global marketplace. Throughout the program, your learning is enriched by engaging analyses, provocative discussions, group presentations and computer simulations—with you as an active leader of your own learning process.

Dates & Locations	
01 May - 27 May 2011	Ann Arbor, MI - \$37,700 USD
11 Sep - 07 Oct 2011	Ann Arbor, MI - \$37,700 USD

For further information on this program please contact:

734-763-1000

University of Minnesota

Operational Excellence

<http://www.csom.umn.edu/Page4820.aspx>

You will learn to innovatively employ breakthrough operations planning, Lean, Six Sigma, Kaizen Blitzes, activity based costing, benchmarking, supply chain cost reduction, self-managed teaming, change leadership, and other powerful approaches to become a high performance organization. Using the right combination of approaches will enable your organization to dramatically increase customer satisfaction and profits— while simultaneously reducing waste, cycle time, inventories, and costs.

Dates: October 25 – 27, 2011

Fee: \$3,000

For Further Information on all programs contact

612-625-0027

University of Missouri Kansas City**Making a High Quality Decision Virtually Every Time**

<http://www.bloch.umkc.edu/professional-education/executive-education-center/course-listings/making-a-high-quality-decision-virtually-every-time--group-and-individual-decision-making-process/index.aspx>

Many are familiar with making a decision using a “traditional” method, such as on a wing or a prayer, a gut feeling, or Dewey’s system of critical thinking. But, few know that there are proven systematic methods of making decisions that will increase the probability of making a high quality decision. In this training, participants will learn various decision-making techniques, understand which techniques are best for groups and individuals, and work through each technique.

Date: TBA

Fee: \$795

For more information on this program please contact

816-235-5439

University of Richmond**Strategic Project Management**

<http://business.richmond.edu/executive-education/course-list.html>

Whether it’s launching a new product or a global communication system, developing software or constructing a building, it’s your job as a project manager to make it all happen. Project management takes a special set of tactical and practical management skills to carry out this kind of responsibility. This workshop will give you the skills and training you need in all of the critical phases of managing people and projects successfully. The emphasis is on real-world, practical applications developed through years of hands-on experience in world-class, multinational organizations.

Dates: April 27 - 29, 2011

September 19 - 21, 2011

Fees: \$1,425

Project Risk Management

<http://business.richmond.edu/executive-education/course-list.html>

Every project you manage contains risk. Risk comes in many forms and each requires a unique solution. Explore the many faces of risk and learn techniques to analyze each one. Work through real case studies to see how to apply risk management tools to your projects. This two-day workshop will

introduce you to inductive and deductive risk management tools and failure analyses. Also, introduced will be the legal aspects of risk and the decisions that you must make to minimize legal problems.

Pre-requisite: Strategic Project Management

Dates: June 13 - 14, 2011

November 7 - 8, 2011

Fees: \$995

Advanced Project Management

<http://business.richmond.edu/executive-education/course-list.html>

In this intensive three-day workshop, you will step beyond the essentials of project management and deal with real problems that result from changes during a project's life cycle. You will work through the process of bringing an actual project to completion with minimal impact on overall performance, budget and schedule objectives. This is a true, hands-on experience. No lectures. No theory. You will work with other attendees to address and resolve actual project management obstacles.

Prerequisite: Strategic Project Management and Project Risk Management

Dates: July 18 - 20, 2011

December 12 - 14, 2011\

Fees: \$1,425

For more information on this program please contact

804-209-8000

University of South Carolina

Developing and Executing Strategies that Work

<http://www.moore.sc.edu/execed/publicprograms/executivedevelopmentprograms.aspx>

Critical to the success of any organization is the ability of its leaders to develop and execute a clear and focused strategic direction. While this may sound obvious, many leaders today struggle with these challenges, especially the execution challenge. In fact, recent research indicates that at least 60% of all strategic planning efforts fail due to poor execution. In this seminar, we will examine the best practices available for ensuring successful execution, including translating strategy into clearly defined priorities, motivating managers and employees to commit to execution, communicating strategic direction and priorities to the organization, and gaining alignment through proper goal setting and resource allocation. Participants will leave this seminar with a sound game development and execution plan that they can employ in their organizations.

Dates: October 3 – 4, 2011

Fees: \$2200 per person

Communication Strategies for Improving Performance

<http://www.moore.sc.edu/execed/publicprograms/leadershipmanagementprograms.aspx>

Strong communication skills are vital for improved performance in individuals, groups, and organizations. In today's rapid business environment, if your message isn't clear and persuasive the

first time, you may not get a second chance. Using **The Birkman Method®**, you have a tremendous opportunity to discover how you behave and react in interpersonal relationships, conflicts, and decision-making. The first focus is on helping you understand your individual traits and how you are perceived by others. Once you understand how you relate to others, you will begin to develop the skills necessary for communicating effectively. In addition, you will learn to coach good communication skills in others and how to become a coach for effective group performance.

Dates: November 15 – 17, 2011

Fees: \$1,690 | \$1,520 (2 or more registrants / same dates & organization)

For more information on these programs please contact

1.803.777.4443

University of Texas

Managing Project Execution

http://www.mcombs.utexas.edu/execed/project-management/managing_execution.asp

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.

Dates: April 19 -20, 2011

September 8 – 9, 2011

Fee: \$2,450

Planning the Successful Project

http://www.mcombs.utexas.edu/execed/project-management/planning_project.asp

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.

Dates: November 3 -4, 2011

Fee: \$2,450

Strategic Decision Making

<http://www.mcombs.utexas.edu/execed/open/decision.asp>

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.

Dates: April 28 – 29, 2011

September 29-30, 2011

Location: AT&T Executive Education and Conference Center

Fee: \$2,450

For more information on these programs please contact

(512) 471-5921

University of Virginia

Leading Organizational Effectiveness

<http://www.darden.virginia.edu/web/Executive-Education/Open-Enrollment-Program/Leadership-and-Change/Organizational-Effectiveness/>

Through the program, you will both enhance your capabilities and leave prepared to develop and successfully lead a highly effective organization. You will arrive at Darden having already identified a relevant high-performance/effectiveness opportunity for your business; you can expect to return to work with a clearer vision and an actionable plan for implementing high-performance and effectiveness structures.

Dates

Fees

April 17-22, 2011

9,100

September 18-23, 2011 9,100

Strategic Decision Making

<http://www.darden.virginia.edu/web/Executive-Education/Open-Enrollment-Program/Capability-Development/Decision-Making/>

Strategic Decision Making enhances managers' abilities to obtain insight and exercise judgment by deepening their decision-making skills and helping them to design more effective decision processes. By breaking down decision "problems" into more manageable parts and explicitly considering the possible alternatives, the available information, and the relevant preferences of the decision makers, you will learn to avoid common decision-making mistakes. Additionally, you will be able to implement effective decision audits, proactively manage risk, and harness uncertainty in order to improve results!

Dates	Fees
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November 15-18, 2011	6,800
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Seizing Opportunities: Influencing to Win

<http://www.darden.virginia.edu/web/Executive-Education/Open-Enrollment-Program/Leadership-and-Change/Influence/>

Designed for executives who are wrestling with their effectiveness in recognizing opportunities, leading others, and timely decision making, this program integrates the skills of analytical decision making with the challenges of leadership. Participants will increase their levels of influence and authority in any situation and improve their abilities to take advantage of opportunities.

Dates	Fees
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May 23-26, 2011	6,900
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For more information on these programs please contact:

(434) 924-3000

University of Wisconsin Madison

Defining and Managing Business Requirements

<http://exed.wisc.edu/courses/DefineRequirements>

Successful projects are highly dependent on well-defined and well-understood requirements. This includes business requirements, product requirements and specifications. Investments in requirements processes have proven to be key contributors to delivering projects on time and on budget, with the required product functions and features that meet or exceed business requirements. Poor business analysis processes and inadequate requirements management processes have been identified as a leading cause of project failure. Organizations attempt to deal with this problem by using different approaches in discovering and defining requirements. However, requirements activities as employed in many organizations today are unstructured, ineffective, or simply performed incorrectly.

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.

Dates: April 27-29, 2011

September 12 – 14, 2011

Fee: \$1,795

Introduction to Project Management (online)

<http://exed.wisc.edu/courses/ProjectManagementOnline>

Fee: \$99

Managing Project Risks

<http://exed.wisc.edu/courses/ManageProjectRisks>

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.

Dates: September 19 – 21, 2011 and December 5 – 7, 2011

Fee: \$1,795

Project Management: Planning, Scheduling, and Control

<http://exed.wisc.edu/courses/ProjectPlanningSchedulingControl>

This course teaches project management techniques that will help you plan, implement and complete projects with desired results...on time and within budget. Learn how to use project management tools to create clear project missions and goals, accurately estimate project time and costs, manage project scope, schedule and allocate time-critical resources and establish feedback systems for project control.

Dates: May 2-4, 2011 June 20 – 21, 2011

August 8 – 10, 2011

September 19 – 21, 2011

October 3 – 5, 2011

November 7 – 9, 2011

Fee: \$1,795

Project Portfolio Management

<http://exed.wisc.edu/courses/PortfolioManagement>

A competitive advantage for organizations now is doing the right projects and making sure that there are resources to complete those projects. Project Portfolio Management (PPM) is a set of business practices and a process that allows organizations to manage projects as a strategic portfolio, ensuring the alignment of programs and projects with organizational objectives. Executives need to regularly review entire portfolios and programs, determine why projects are or are not necessary, see where money is spent, prioritize projects, stage the start of new projects, spread resources appropriately and keep tabs on progress.

Experienced project managers help executives by working with them in developing the mix of projects focused on achieving business initiatives within a program. They also help executives to manage one of the multiple parts of the organization's project portfolio, secure vital resources resolving resource contentions and provide accurate progress status reports so the right decisions can be made to optimize the return on investments from projects in a program or portfolio.

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.

Dates: May 12-13, 2011 and October 13 – 14, 2011

Fee: \$1,195

**For more information on these programs please contact
608-441-7357**

Vanderbilt University

Leading Projects for Strategic Results

http://www.owen.vanderbilt.edu/vanderbilt/programs/executive-development-institute/open-enrollment-programs-for-individuals/program-catalog/course-details.cfm?customel_datapageid_31775=40754

Effective project leaders have the mindset to balance contrasting capabilities, and they possess a group of complementary skills that enable them to ask the right questions, communicate effectively, persuade stakeholders to get on board, apply appropriate decision models, and manage conflict.

Dates: May 9 -10, 2011

Location: Owen Graduate School of Management

Cost: \$1800

**For more information about this program please contact
615-322-2534**

Webster University

Building Stronger Sales through Better Customer Relations

<http://www.webster.edu/cfpd/seminars.shtml#CustomerService>

In any company, the diversity of customer's needs, goals, and preferences can be dizzying which makes it hard to respond directly to each customer. This seminar not only teaches the highly-developed and incredibly effective skill of reading the unique needs of each customer and providing the service and attention they need, but also how to put the wide range of customer needs into a simple framework that makes sense to you. By learning these skills, you will be able to adjust your sales process to acknowledge the important preferences and values of your customers which will result in strong, lasting and mutually beneficial customer relationships.

Date: July 8, 2011

Fee: \$395

**For more information on these courses please contact
314-246-3135**

Wharton, University of Pennsylvania

Executive Development Program from Wharton

<http://executiveeducation.wharton.upenn.edu/open-enrollment/senior-management-programs/Executive-Development-Program.cfm>

In today's rapidly changing competitive environment, executives must be adept at moving quickly out of their comfort zone to build new capabilities as leaders. Wharton's *Executive Development Program* (EDP) prepares fast-track executives for moving from mastery of one area to a broader role. Participants not only expand business acumen in key areas, but also engage in competitive strategy simulations that dramatize the connection between management decisions and business results. At the same time, a leadership workshop reveals how each participant's style impacts group culture and process.

During two very intense, transformative weeks, you will broaden your core business knowledge in areas such as strategy, marketing, finance, and negotiations as you benefit from the expertise of global participants from a wide variety of industries, functional areas, cultures, and geographical regions. The knowledge you gain in group discussions led by Wharton faculty, strategy simulations, the leadership workshop, and peer mentoring will have immediate relevance and impact when you are back on the job.

Dates	Location	Tuition
May 8, 2011 - May 20, 2011	Philadelphia	\$24,750

Implementing Strategy: Leading Effective Execution

<http://executiveeducation.wharton.upenn.edu/open-enrollment/strategy-management-programs/Implementing-Strategy.cfm>

Implementing Strategy gives you a broad view of implementation and a thorough understanding of each piece of the implementation process so you can make more informed decisions on efficiency and effectiveness. You will learn how to properly align corporate structure with corporate strategies and how to integrate strategy formulation and implementation.

Dates	Location	Tuition
Sep 12, 2011 - Sep 16, 2011	Philadelphia	\$9,250

The Leadership Journey: Creating and Developing Your Leadership

<http://executiveeducation.wharton.upenn.edu/open-enrollment/leadership-development-programs/creating-developing-leadership.cfm>

The Leadership Journey revitalizes your leadership skills with practical wisdom drawn from the issues great leaders faced during critical moments in history, team exercises, case discussions, computer simulations, physical challenges, Shakespearean 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.

Dates	Location	Tuition
May 22, 2011 – May 27, 2011	Philadelphia	\$10,250
Sep 12, 2011 – Sep 16, 2011	Philadelphia	\$10,250

Strategic Thinking and Management for Competitive Advantage

<http://executiveeducation.wharton.upenn.edu/open-enrollment/strategy-management-programs/strategic-thinking-competitive-advantage.cfm>

Strategic Thinking and Management for Competitive Advantage helps you meet, head on, the challenge of building strategy. It distills and applies the latest strategic insights and approaches and helps you accurately assess the competition in your industry. You will learn to create coherent and forceful strategies for your future and get the opportunity to apply these concepts to your own strategic plan.

Dates	Location	Tuition
Jun 20, 2011 - Jun 24, 2011	Philadelphia	\$9,750
Sep 26, 2011 - Sep 30, 2010	Philadelphia	\$9,750

Critical Thinking: Real-World, Real-Time Decisions

<http://executiveeducation.wharton.upenn.edu/open-enrollment/leadership-development-programs/critical-thinking-program.cfm>

This program provides you with Wharton's strategic model for gathering relevant information, addressing issues raised by stakeholders, taking into account the impact of your decision on your organization, and moving from decision making to action and implementation.

Dates	Location	Tuition
Sep 19 –Sep 21, 2011	Philadelphia	\$7,250

High-Potential Leaders: Accelerating Your Impact

<http://executiveeducation.wharton.upenn.edu/open-enrollment/leadership-development-programs/High-Potential-Leaders.cfm>

Executives targeted by their organizations for the fast track understand all too well the heavy demands of living in the spotlight. You are continually faced with meeting the highest expectations, delivering on the most challenging assignments, and building effective teams within very short time frames. *High-Potential Leaders: Accelerating Your Impact* gives you the expertise you need to meet these challenges head-on.

Dates	Location	Tuition
Sep 18, 2011 – Sep 23, 2011	Philadelphia	\$12,000

Contact Number: 215.898.1776

[ECQ3 Table of Contents Link](#)

ECQ 4: Business Acumen

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

Brookings Institute

The Legis Congressional Fellowship

http://www.brookings.edu/execed/programs/legis_fellowship.aspx

Spend seven or twelve months working in the office of a Member of Congress or serving on the staff of a congressional committee and become part of the action on Capitol Hill. Learn the policy-making process from the inside: draft legislation, brief Members of Congress, serve as a constituent liaison, plan and participate in committee hearings, and more. An intensive orientation at Brookings will help you secure an appropriate congressional assignment and prepare you for working on the Hill. This orientation prepares Fellows for their Capitol Hill assignments by providing information and instruction on topics such as: the legislative and budget process; the committee system; executive-congressional relations; and keys to being an effective congressional staff member. If you are chosen to be a Legis Fellow, you will develop superior strategic planning skills, new leadership capabilities, and rare political acumen. You will gain in-depth knowledge of the policy-making process to bring back to your agency or company. Successful completion of this program can advance your career significantly.

Dates: Jan 3-14, 2011

Application Deadline: Oct 29, 2010

Location: Capitol Hill-Washington, DC (Brookings Institute)

Cost: \$6,135 Full-Year Session; \$4,525 7-Month Session

Capital: Creating a Gifted Workforce

<http://www.brookings.edu/execed/programs/capitalcapital052011.aspx>

The federal government of the 21st century will face changes of unprecedented scale and scope; the government's ability to respond effectively to these challenges 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 must prepare themselves and their organizations to ensure they can effectively plan for, recruit and retain a diverse, high-quality workforce—one with the skills and attributes necessary to achieve the results that the American public expects.

This program is intended to help senior executives, managers and human resource professionals think and act more strategically when it comes to an agency's most vital resource—its people. Participants will learn from some of the federal government's most innovative leaders and practitioners, and through small group exercises, they will have the opportunity to apply those lessons to real-world human capital challenges.

Program Benefits

- Link the organization's mission and performance objectives to quantitative and qualitative human capital requirements, including contract personnel
- Identify critical new skills, as well as potential skill gaps in your organization
- Develop innovative recruiting plans to get and keep diverse, world-class talent
- Ensure that new employees are effectively trained and developed
- Interpret human capital metrics and develop an effective action plan to correct significant deficiencies
- Identify emerging leadership competencies, and design effective leadership/management development strategies to mitigate expected succession risks

Date: May 25th-May26th, 2011

Location: Brookings Institute (Washington DC)

Cost: \$1,895

The Middle East: Political, Economic, and Social Challenges

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

Don't let developments in the Middle East catch your organization off-guard, particularly when the region continues to pose the single greatest threat to U.S. national security. Hear directly from Middle East policy-makers, foreign ambassadors, and Brookings experts on evolving security, political, economic, social, and religious trends in the Arab world—with a particular focus on how they may affect U.S. foreign policy, trade, and energy security. This course gives you a unique opportunity to hear directly from the people who are helping to shape policy in the region and on Capitol Hill.

Date: Apr 12 – 14, 2011

Location: Washington, DC (Brookings Institute)

Cost: \$2,575

Digital Government

<http://www.brookings.edu/execed/programs/digitalgovt062011.aspx>

Technology issues were once dealt with almost solely by technology experts. Agency heads rarely had to think about technology choices or issues—beyond approving the information systems budget and explaining cost overruns and delays on major computer upgrades. Today, the top leadership and

middle managers at government agencies need to understand enough about information technology to be able to:

- Ask the right questions;
- Identify new opportunities and technology trends that could fundamentally change how their organization does business; and
- Identify cultural, regulatory and organizational barriers that could prevent realizing the full benefits of new digital technologies (e.g. social media, wireless technologies, sensor and cloud computing).

Program Benefits

- Understand how digital technologies developed, how they work and how they are evolving
- Address the many organizational and management issues related to adoption of digital tools and technologies
- Understand digital technologies and how they may change the relationship between citizens and their government

Location: Brookings Institute (Washington DC)

Date: June 14th-June 15th, 2011

Cost: \$1,895

For more information on these programs please contact

202.797.6000

Colorado State University

Short Courses in Financial Management

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

For information on dates, fees, and location, contact Dr. G. James Francis at 970-491-6265 or

jim.francis@business.colostate.edu

- 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)
- Exchange Rate Risk Management: The seminar explores the use of derivative securities to manage exchange rate risk. (One 4 hour session for individuals with a class or background in options and futures)
- Principles of Risk Management and Insurance: Topics covered in this workshop include tools of risk management, types of insurance, insurance principles, regulation, and pricing

For more information on these courses please contact

(970) 491-5063

Dartmouth College

The Strategic Financial Leadership Program

http://www.tuck.dartmouth.edu/exec/open_programs/strategic_leadership.html

The Strategic Financial Leadership Program (SFLP) takes CFOs and other senior financial executives beyond the numbers, integrating finance with the strategic and leadership skills required to drive and deliver strategy and long-term value creation. Senior financial executives today do more than just ensure that finance flows from, informs, and fits their company's strategy. They partner with their CEO to create the strategy. They challenge assumptions. They lead.

Date: May 8-13, 2011

Application Deadline: April 8, 2011

Fee: 1 Participant \$10,800; 2 Participants \$9,800 each; 3-5 Participants \$9,500 each; 6+ Participants \$9,000 each

For more information on these courses please contact:

603-646-2839

Emory University

Finance for the Non-Financial Manager

<http://www.goizueta.emory.edu/executiveprograms/execed/finance.html>

This course will enhance your ability to read and evaluate financial statements in depth, be better able to spot trends, study a particular company and its competition from a financial perspective, and ultimately strengthen both individual and organizational decision making. You will learn the important role that financial acumen will play in individual effectiveness in leading your organization.

Dates: April 11-12, 2011 and August 22 – 23, 2011

Fees: \$1,995

For more information on this program please contact:

404.727.2984

George Mason University

Accounting & Finance for Managers

This program will help you to understand the latest financial management and accounting practices by using class discussions and case studies to illustrate how companies attempt to create shareholder value. You will also be encouraged to think about and question your current financial decision making approaches and will be introduced to new perspectives and techniques.

The main goal of a manager is to create value and this requires an understanding of financial management. It is important to know where value is created in your organization and to understand the factors that build value or destroy value in your business. Finance is a topic you must understand, especially during challenging economic times.

The Graduate School (DC)

Executive Survival Skills

http://www.graduateschool.edu/course_details.php?cid=EXEC9911L

This seminar focuses on challenges facing today's federal leaders and addresses theoretical and practical aspects of leadership essentials for survival in today's changing environment. You learn successful strategies that will expand and enhance your leadership capabilities. Executive Core Qualifications (ECQs) addressed are Leading People, Leading Change, Building Coalitions/Communications and Business Acumen.

Date: May 23-25, 2011

Location: Washington, DC (USDA)

Cost: \$1,575

Date: July 25-27, 2011

Location: Washington, DC (USDA)

Cost: \$1,575

Date: September 28-30, 2011

Location: Washington, DC (USDA)

Cost: \$1,575

Contact Number: 202-314-3300

Loyola University Chicago

Business Intelligence and Data Warehousing Certificate

http://www.luc.edu/exec-ed/cert_datawarehousing.shtml

The class will show you how to best capitalize on the use of the Data Warehouse from novice introduction to rapid development. It's designed with a proven framework and formula for success. The program allows team members of all levels of IS experience to quickly advance in their knowledge and application of the course content. It's the fastest path from discovery to expertise in BI& DW to advance the company's broader, cross-functional needs.

This week-long certificate program offers a comprehensive overview of Data Warehousing and Business Intelligence (DW & BI). The course framework successfully bridges business and IT areas. This course examines how data warehouses are used to successfully gather, structure, analyze, understand, and act on information stored within corporate data repositories. Emphasis will be placed both on design issues relating to Data Warehouses and on Business Intelligence techniques for extracting meaningful information. Strong focus on modeling ensures that every program participant acquires a deep and enduring understanding of the mission, nature, and components of the DW & BI projects and initiatives. Various cutting-edge tools and methods will be used to demonstrate the design, implementation, utilization, and value of Data Warehouses and BI applications.

Following the course, the participant will walk away with a greater sense of empowerment and knowledge as how he/she can best capitalize on the use of DW & BI and leverage the learning in order to create business value for the organization.

Dates: TBD

Location: Loyola Water Tower campus

Fee: \$2,300

Contact Number: 312-915-6781

MIT Sloan Business School

Developing and Managing a Successful Technology and Product Strategy

http://executive.mit.edu/openenrollment/program/developing_and_managing_a_successful_technology_and_product_strategy/11

A great idea does not guarantee great profits. If a company's R&D dollars are going to pay off in profitable products and technologies, it needs a strategy that not only makes markets, but also beats the competition. This program will present a depth of challenges that extend from R&D to manufacturing, engineering, project management, and new ventures, and provide an innovative and powerful approach to developing technologies and products that people want to buy. The program material will also explore ways to link those technologies and products with a company's business strategy

Dates: June 23-24, 2011
September 22-23, 2011

Location: Cambridge, MA

Cost: \$2,600 (excluding accommodations)

Strategic Cost Analysis for Program and Project Management

<http://mitsloan.mit.edu/execed/coursedetails.php?id=800>

Strategic Cost Analysis for Program and Project Management is drawn from our popular and highly-rated MBA courses on financial and managerial accounting and shows how you can leverage cost analysis to better influence the outcomes of product development and project management.

Dates:	Jul 12 - 13, 2011 An Intensive Two-Day Program for Senior Program and Project Managers
Duration:	Program also offered on these dates: November 8-9, 2010
Location:	Cambridge, Massachusetts
Cost:	\$2,600 (excluding accommodations)

Entrepreneurship Development Program

http://executive.mit.edu/openenrollment/program/entrepreneurship_development_program/15

The *Entrepreneurship Development Program* (EDP) 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 course introduces participants to MIT's technology transfer system, entrepreneurial educational

programs, and entrepreneurial network that have created more than 5,000 firms (so far) with combined annual sales of over \$200 billion.

Dates:	Jan 22 - 27, 2012
Duration:	A five-day program tailored to the needs of entrepreneurs, corporate venture officers, university faculty and tech transfer officers, venture capitalists, and regional development professionals.
Location:	MIT Campus, Cambridge, Massachusetts
Cost:	\$8,800 (excluding accommodations)

For more information on these programs please contact:

617-253-7166

Northwestern University

Driving Strategic Value from IT

<http://www.kellogg.northwestern.edu/execed/programs/TECH03/index.htm>

Unlock the value of your IT investments and achieve improved business results by synchronizing your IT strategy with your business strategy. You will be inspired to deliver on the power of IT to build deeper relationships with your internal and external customers, collaborate more effectively with partners, and maximize business productivity. Through lectures and group case discussion of real business problems in a collaborative learning environment, this program gives managers state-of-the art techniques and tools to put ideas and opportunities into action and leverage IT for strategic advantage.

Dates: May 22-25, 2011

November 6-9, 2011

Fee: \$5,900

Finance for Executives

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

Improve your ability to interpret financial reports, and learn the language and techniques of finance—whether you are new to finance or just want to sharpen existing skills. Senior faculty create a collaborative learning environment which inspires you with concepts to understand and predict the financial implications of managerial decisions. The program provides a comprehensive view of shareholder value creation and the key role managers play in the process. You will explore methods for determining the cash-flow and stock price implications of strategic decisions such as plant and equipment additions, acquisitions, new product

introductions, and credit and payment policies. You will learn to identify sources of capital, set appropriate corporate and business growth objectives, and increase the attractiveness of your company's securities to investors.

Dates: April 10-15, 2011

October 2-7, 2011

Fee: \$9,500

For more information on these programs please contact

847-467-0866

Office of Personnel Management

Performance Budgeting Seminar

<http://www.leadership.opm.gov/Programs/Policy-and-Initiatives/BPI/Index.aspx>

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.

Date: Apr 26 - 28, 2011

Location: Eastern Management Development Center, Shepherdstown, WV (OPM)

Cost: \$2,575.00

Date: Jun 28 - 30, 2011

Location: Eastern Management Development Center, Shepherdstown, WV (OPM)

Cost: \$2,575.00

Strategic HR Management

<http://www.leadership.opm.gov/Programs/Policy-and-Initiatives/SHC/Index.aspx>

As a Federal leader, you know that effective government depends on effective management of human capital. This seminar will help you learn proven strategies for attracting, developing and retaining quality employees from diverse backgrounds and for inspiring them to perform at the highest levels. You will receive comprehensive training in the revised Human Capital Assessment and Accountability Framework (HCAAF): Strategic Alignment, Leadership and Knowledge Management, Results-Oriented Performance Culture, Talent and Accountability. The instructors for this seminar include the Office of Personnel Management’s own human

capital officers.

Date: May 25 - 27, 2011

Location: Western Management Development Center, Aurora, CO (OPM)

Cost: \$2,575.00

Date: June 28 – 30, 2011

Location: Eastern Management Development Center, Shepherdstown, WV (OPM)

Date: Aug 29 - 31, 2011

Location: Eastern Management Development Center, Shepherdstown, WV (OPM)

Cost: \$2,575.00

Leadership for a Democratic Society

<http://www.leadership.opm.gov/Programs/Executive-Leadership-Development/LDS/Index.aspx>

The themes of FEI's Leadership for a Democratic Society (LDS) program reflect and enhance the Constitutional underpinning of Federal Government work and the common culture of senior Federal executives. At FEI, you will build your skills in personal leadership and gain insights into organizational theory, the policy framework in which Government leadership occurs, and the broad global trends and events that shape Government agendas.

Competencies Emphasized: Leading Change, Leading People, Results Driven, Business Acumen, Building Coalitions/Communication

Date: May 15 – 27, 2011

Location: Federal Executive Institute, Charlottesville, VA (OPM)

Cost: \$19,500.00

Date: June 5 – July 1, 2011

Location: Federal Executive Institute, Charlottesville, VA (OPM)

Cost: \$19,500.00

Date: July 10 – 22, 2011

Location: Federal Executive Institute, Charlottesville, VA (OPM)

Cost: \$19,500.00

Date: July 24 – August 19, 2011

Location: Federal Executive Institute, Charlottesville, VA (OPM)

Cost: \$19,500.00

Date: August 21 – September 2, 2011

Location: Federal Executive Institute, Charlottesville, VA (OPM)

Cost: \$19,500.00

Date: September 11 – October 7, 2011

Location: Federal Executive Institute, Charlottesville, VA (OPM)

Cost: \$19,500.00

Senior Executive Services Leadership Horizons: The Constitution and Contemporary Public Sector

Leadership

<http://www.leadership.opm.gov/programs/Organizational-Leadership-for-Executives/EXE0081/Index.aspx>

This seminar in the new Horizons series, The Constitution and Contemporary Public Sector Leadership will provide you with an unrivaled opportunity to step back from day-to-day demands, to explore and better understand the unique, demanding, and ultimately rewarding milieu in which you operate and seek to excel. Splitting time between FEI's Charlottesville campus and Montpelier, the home of President James Madison, father of the Constitution, seminar participants will heighten their understanding of the relationship between historical antecedents to their contemporary leadership, and discover new perspectives and approaches to apply in their organizations.

Date: Sep 14 - 16, 2011

Location: Federal Executive Institute, Charlottesville, VA (OPM)

Cost: \$3,795.00

For more information on these programs please contact:

(304) 870-8008

Penn State University**Finance for the Non-Finance Manager**

<http://www.smeal.psu.edu/psep/finance.html>

Regardless of job function, if you are in a management position, chances are that you are also responsible for financial policy and a budget. Through Finance for the Non-Financial Manager, you will learn how the impact of your financial decisions affects the performance of your unit and profitability of your organization. You will gain a better understanding of finance and accounting concepts for the competitive edge necessary for your organization's growth and success. You will leave this program with improved general financial knowledge and communications skills, and an in-depth understanding of the impact your decisions have outside your functional area.

Participants will have the opportunity to build their own "financial toolbox" with essential financial analysis tools, sources of financial data, and evaluative processes and enablers that allow for application to their specific needs. After this unique and challenging program, you will be able to:

- Understand financial statements
- Communicate comfortably using financial terms
- Use financial forecasting techniques
- Evaluate performance through financial modeling using spreadsheets
- Understand how to apply the time value of money and valuation approaches in making financial decisions
- Improve organizational performance

Dates: May 2 – 6, 2011

November 29 – October 2, 2011

Location: Pennsylvania State University

Fee: \$5,750

**For more information on these programs please contact
(814) 865-3435**

Santa Clara University

Finance and Financial Reporting for Non-Financial Managers

<http://www.scu.edu/business/edc/programs/financial-reporting.cfm>

During challenging economic times, financial acumen is necessary at every level within the organization. Corporate executives and managers need a solid understanding of the financial information provided by profit-oriented companies to external decision makers, especially in today's highly scrutinized environment. This accessible overview of Finance and Financial Reporting for Non-Financial Managers offers exactly what you need to become financially fluent. This program will help you understand the concepts and tools necessary to make decisions affecting company profitability, strengthening your ability to lead and improving your ability to communicate with people in financial areas and to contribute to financial decisions.

Dates: June 21 – 22, 2011

Location: Lucas Hall Santa Clara University

Fee: \$975

Predictive Management

<http://www.scu.edu/business/edc/predictive-management.cfm>

Despite recent market transformations very little has changed the "people game". HR still operates in its silo, distinct from and largely disconnected from other corporate functions. Although computer technology has made HR's job more efficient it has not delivered strategic value because HR has not changed its management model. There has been no seminal shift in the way people are managed. What disruptive technology or approach do we need in human capital management to accomplish this?

In this program, Jac Fitz-enz will present a model of management and an operating system that has the potential for us to make a quantum leap in human capital management. Developed by Jac Fitz-enz, in partnership with a consortium of major corporations, vendors and management associations committed to transforming HR into a strategic function, this model identifies mission critical organizational issues and entities and then operationalizes how they interact and need to be integrated and managed.

Dates: April 26, 2011 or October 25, 2011

Location: Santa Clara University

Fee: \$225

Contact Number: 408-554-5485

Southern Methodist University

The Essentials of Accounting and Finance for Non-Financial Managers

<http://www.cox.smu.edu/web/executive-education/essentials-of-finance>

This three-day program will arm you with a basic understanding of the accounting and finance concepts you need to assess your organization's performance—and the performance of your competitors.

Dates: April 26 – 28, 2011

Location: SMU Campus, Dallas

Fee: \$2,695; discounts available for two or more attendees from same organization

Contact Number: 214.768.3335

Stanford University

Finance and Accounting for the Nonfinancial Executive

<http://www.gsb.stanford.edu/exed/fanfe/index.html>

Finance and Accounting for the Nonfinancial Executive has been carefully crafted by leading faculty to eliminate the mystery behind the numbers and to help executives become informed and strategic users of accounting and financial data. The course covers the core concepts of both finance and accounting, including terminology and assumptions, valuation, financial statements, and distinguishing income from cash flow. The curriculum examines specific accounting methods and demonstrates how these choices affect earnings. Participants learn how to analyze financial reports, identify trends, and study competitors.

Dates: April 10 – 15, 2011

Location: Stanford University

Fee: \$9,200

Managing Talent for Strategic Advantage

<http://www.gsb.stanford.edu/exed/mtsa/index.html>

Managers today must be effective at simultaneously monitoring current performance, managing incremental innovation, and leading more revolutionary or discontinuous change efforts. The Managing Talent for Strategic Advantage program 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 strategically utilize human resource levers — such as culture, compensation, and performance management — to build competitive advantage and drive success.

Dates: August 28 – September 2, 2011

Application Deadline: July 18, 2011

Location: Stanford University

Fee: \$9,700

Contact Number: 650.723.3341

University of California Berkeley

Financial Analysis for Non-Financial Executives

<http://executive.berkeley.edu/programs/fanfe>

We know you are successful in your career. You are on the fast track of advancement and promotion. But you haven't had the time to acquire financial skills crucial to future success.

We offer a unique opportunity to build your strategic and financial literacy. First, we focus only on financial topics that you, the non-financial executive, will use day-to-day. Second, instead of being highly technical, we build your "intuitive" understanding of financial terminology and concepts. Finally, we go beyond the "mechanics" of finance to show you how to apply it strategically and practically in your daily management.

In the current economic environment, financial discipline is more urgent than ever. Now is the critical time to invest in your financial acumen.

Dates: May 9 – 13, 2011

October 31 – November 4, 2011

Location: UC Berkeley campus

Fee: \$6,500 (send 5 for the price of 4 when registering all together)

For more information on this program please contact

510.642.9167

University of California San Diego

Finance for Non-Financial Managers

<http://radu.ucsd.edu/exec/open/finance/>

Finance is about making investment and managerial decisions in the face of uncertainty, based on economic information gleaned from the balance sheet and income statements, macroeconomic announcements or other economics news.

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.

Dates: June 10 and 17, 2011

Location: UC San Diego

Fee: \$1,450

For more information on this program please contact

858.534.1208

University of Chicago

Executive Program in Information Technology: Strategies and Solutions

<http://www.chicagoexec.net/chicago.nsf/Program.html?OpenNavigator&id=35>

The Internet and advances in information technology have dramatically changed the business landscape at an accelerated pace. Become the change agent that inspires technical evolution.

Developing sustainable business models that effectively use technology to further operational improvements, vendor procurements, and customer relationships is critical in staying competitive in today's business environment. Technology coupled with strategic planning and proven industry best practices yields unbounded rewards for those organizations who dare to challenge the status quo. This course will provide senior executives and upper management with the technical foundation, strategies, and solutions to effectively plan, implement, and sponsor information technology initiatives.

The course is composed of sessions which consist of technical deep-dives accompanied with practical,

technical application scenarios. Through this program, executives and management will learn information technology concepts, real-world applications, technology trends, and the use of technology as a competitive lever. Executives and management members will be grounded with enough technical competence to effectively communicate with their CIO, CTO, Technology Managers, Software Developers, and IT consultants. This course will allay any fears one has about engaging in any information technology discussion and will allow one to quickly ascertain the technologies involved, the challenges the organization faces, and the appropriate course of actions to take.

Dates: June 22-24, 2011

August 24-26, 2011

Location: Chicago campus

Fee: \$4,770

Finance for Executives

<http://www.chicagoexec.net/chicago.nsf/Program.html?OpenNavigator&id=10>

Even highly innovative and creative managers with excellent people skills must report their results using financial terms and concepts. This program presents the main elements of modern finance from the manager's viewpoint.

The purpose of this seminar is to help general managers, senior functional managers, and other nonfinancial managers make decisions that will measurably improve their personal effectiveness and the profitability of their organizations. The program provides sufficient familiarity with financial information to enable managers to interpret and comfortably use financial data in their daily decisions.

Also, it will equip participants to communicate more effectively with financial specialists, including treasurers and controllers. It concentrates on the uses of financial information rather than on its preparation. Participants will develop skills to understand financial decisions that affect their companies' business and operational objectives. They also will learn how to analyze decisions involving capital structure, financing, dividends, valuations, acquisitions, and restructuring.

Dates: January 10-14, 2011

May 2-6, 2011

Location: Chicago campus

Fee: \$7,950

Financial Analysis for NonFinancial Managers

<http://www.chicagoexec.net/chicago.nsf/Program.html?OpenNavigator&id=12>

This five-day program will enhance your ability to understand financial reports, better communicate with financial officers in your organization, evaluate your unit's financial performance, and make sound financial decisions.

The purpose of this course is to help nonfinancial managers interpret data from financial reports, including balance sheets, income statements, budgets, and divisional performance reports and make better business decisions based upon this information. The program will teach the analysis of historical performance of financial reports and forecasting financial performance. Participants will be better able to communicate the financial goals and performances of their departments to outside sources. They will improve their understanding and be able to use financial language to communicate with others, including financial managers in their organizations.

Dates: August 8-12, 2011

December 5-9, 2011

Location: Chicago campus

Fee: \$7,950

For further information on all programs please contact:

(312) 423-8042

University of Michigan

Advanced Human Resource Executive Program

<http://execed.bus.umich.edu/Programs/Advanced-Human-Resource-Executive-Program.aspx>

Human Resource management has never been more vital than it is in today's tumultuous business environment. This program, Michigan's premier HR program, has helped many an executive put HR at the strategic table by equipping them with the capabilities for linking HR strategy to organizational strategy.

Designed for HR executives and general managers, this program will substantially enhance your knowledge and competence to perform your dual roles as a member of your senior management team and as a leader of the human resources function.

Led by Michigan's world-renowned HR faculty, our *Advanced Human Resource Executive Program* is a two-week intensive immersion in best practices and leading-edge thinking, with a focus on the strategic role of HR in achieving business objectives and competitive advantage. As part of an engaging group of peers from other leading organizations around the globe, you will interact closely

with the top researchers and teachers in the field of human resource management as you forge a leadership agenda and strategy for HR in your firm.

Dates and Locations: July 11 – 22, 2011 Ann Arbor, MI - \$21,950

October 31 – November 11, 2011 Ann Arbor, MI - \$21,950

For further information on this program please contact:

734-763-1000

University of Minnesota

Finance for Non-Financial Managers

<http://www.csom.umn.edu/Page4846.aspx>

The goal of our Finance for Non-Financial Managers program is to provide managers and decision-makers who do not possess a strong grounding in finance an understanding of their firm's financial paradigm. Participants will gain a detailed understanding of critical financial fundamentals and will, as a result, be able to communicate with financial practitioners with more confidence.

Dates: April 4 – 7, 2011

Fee: \$4,500

For Further Information on all programs contact

612-625-0027

University of Missouri

The Financial Basics: What Every Manager Should Know

<http://mti.missouri.edu/1479/default.aspx>

This session will cover the following areas:

- Key accounting terms and financial concepts
- Financial statements and analysis tools and techniques
- Basic budget management and monitoring
- Critical components of a strong governance structure

By the end of the session, you should understand the basic financial management tools used every day and feel more comfortable in your financial decision making.

Date: TBD Fall 2011

For more information on this program please contact

(573) 882-2860

University of Missouri Kansas City

Finance for Non Financial Managers: Using Financial Information to Make Better Business Decisions

<http://www.bloch.umkc.edu/professional-education/executive-education-center/course-listings/finance-for-non-financial-managers/index.aspx>

Using a combination of lecture, discussion, and cases, the material is presented so that you quickly learn the essential accounting concepts used to record financial activities and to prepare financial reports. The course also provides the basic concepts of financial statement analysis and financial planning that provide the foundation for business decision making.

Dates: TBD September/October 2011

Fee: \$1,195

University of Richmond

Time Management

<http://business.richmond.edu/executive-education/course-list.html>

Personal time management is not about fitting more activities in – it's about doing what is needed when it is needed. Most people spend 80% of their time on typical activities that contribute less than 20% to the important needs of their work. In this program, you will learn how to identify and accomplish what is truly important.

Dates: TBD

Fees: \$325

Project Budget and Cost Management

<http://business.richmond.edu/executive-education/course-list.html>

An organization's bottom-line is the primary indicator of successful cost control. Too many project managers think of cost simply in terms of sound control systems. Cost management is more than control. Cost is a factor in all phases of a project, and well-grounded project management skills directly relate to cost management success. You will learn sound techniques in managing, as well as controlling, cost. The end result is a cadre of useful tools for making cost one of the success factors for the total project.

Dates: May 16 - 17, 2011

October 17 - 18, 2011

Fees: \$995

For more information on these courses please contact

804-209-8000

University of South Carolina**Achieving Competitive Advantage Through Talent**<http://www.moore.sc.edu/execed/publicprograms/executivedevelopment.aspx>

Top managers and HR professionals around the world are increasingly recognizing that talent is in short supply, compounded by changing and challenging global demographics and emerging economies hungrily trying to build the talent base needed to fuel their growth. Failure to address this issue may result in businesses failing to grow, sustain productivity, or even survive. The competition for talent is now becoming a global competitive issue, where new rules seem to apply.

*Dates: May 17-19, 2011***November 29-December 1, 2011***Fees: \$2200 per person***Finance for the Non-Financial Manager**<http://www.moore.sc.edu/execed/publicprograms/leadershipmanagementprograms.aspx>

Corporate restructuring has resulted in broadened responsibilities for many managers. Consequently, financial concerns are an increasing part of the equation, even for those who don't have a financial background. With today's increasing emphasis on quantitative measurement of performance, it is virtually imperative that all managers understand the basics of financial analysis. Participants are taught how to evaluate quantitative data and incorporate it into the decision-making process.

*Dates: May 24-26, 2011 | October 25-27, 2011**Fees: \$1,690 | \$1,520 (2 or more registrants / same dates & organization)***Business Acumen and the Balanced Scorecard**<http://www.moore.sc.edu/execed/publicprograms/leadershipmanagementprograms.aspx>

The Balanced Scorecard is a widely used concept that helps managers at all levels monitor results in their key areas. The Balanced Scorecard process was launched from an HBR article entitled "The Balanced Scorecard – Measures That Drive Performance" and later by the best-selling book *The Balanced Scorecard: Translating Strategy into Action*. There's nothing new about using key measurements to take the pulse of an organization. What's new is the process of broadening the scope of the measures to include four key performance areas: 1. Financial Performance; 2. Customer Knowledge; 3. Internal Business Processes; and 4. Learning and Growth. In this two-day program you will learn how to apply the basics of the Balanced Scorecard to your organization or operation and also how to adapt the system to fit your specific needs.

*Dates: June 7 – 8, 2011**Fees: \$1,690 | \$1,520 (2 or more registrants / same dates & organization)*

**For more information on these courses please contact
1.803.777.4443**

University of Texas

Accounting and Finance for Non-Financial Managers

<http://www.mcombs.utexas.edu/execed/open/afi.asp>

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.

Dates: September 15 -16, 2011

Location: AT&T Executive Education and Conference Center

Fee: \$2,450

Managerial Accounting for Non-Financial Executives: Information for Planning, Decision Making, and Control

<http://www.mcombs.utexas.edu/execed/open/managerial.asp>

The fundamental question of internal business measurement was voiced by the legendary CFO of Cisco Systems, Larry Carter. He said, "From a management and fiduciary role, I do not want to lose control. But we also want to continue to move at a rapid pace. The traditional answer to growth is more controls, but the bureaucracy then slows you down. How do you stay at the pace of a start-up?"

In this program, you will learn about fundamental internal measurement and control systems, including structured measurement models, analytical techniques and system biases. You also will learn how to align internal measurement and control systems with your organization's strategy and how to maintain control without stunting initiative. Whether you are the measurer or the measure in your organization, this program will deliver ideas that will help you do your job better, by promoting better systems, challenging ineffective or inefficient metrics, and creating a lean measurement culture.

Dates: May 9 – 10, 2011

November 8 – 9, 2011

Location: AT&T Executive Education and Conference Center

Fee: \$2,450

For more information on these programs please contact

(512) 471-5921

University of Utah

Accounting and Finance for the Non-Financial Manager

<http://www.business.utah.edu/executive-education/accounting-and-finance-for-the-non-financial-manager>

More than ever, it is imperative that non-financial managers and company officers familiarize themselves with the issues, tools, and techniques that drive financial decision making. Finance and Accounting for the Non-Financial Manager is a program designed to help managers and executives make decisions that will measurably improve their personal effectiveness and the profitability of their organizations. The purpose of this program is to equip participants with terminology and critical financial fundamentals to be able to communicate with financial practitioners with more confidence and understand the performance metrics by which they are often measured. They will develop an understanding of the uses of financial statements for evaluation and analysis; understand the key issues affecting financial decisions; gain insight into project selection techniques; and explore the determinants of firm value and avenues for its enhancement.

Dates: **May 16 – 17, 2011**

Location: University campus

Fee: \$1,300

For more information on this programs please contact

801-581-5577

University of Washington

Finance and Accounting for Non-Financial Executives

<http://www.foster.washington.edu/executive/seminars/Pages/FANE.aspx>

Today it has become even more critical to understand the key concepts and techniques of financial analysis to make better business decisions for optimal results. **Finance & Accounting for Non-Financial Executives** provides professionals with an understanding of the numbers side of business. In this certificate program you will learn how to use financial information in real-life management situations.

This three-day seminar introduces essential financial management techniques for effective decision-making and provides a solid understanding of corporate finance. It equips professionals with a comprehensive working knowledge of financial principles and a strong foundation in financial management analysis. You will learn to interpret crucial financial data in ways that will enable you to improve your personal effectiveness

and make a more productive corporate contribution. The program will give you the opportunity to meet with peers, share experiences and expand their business knowledge.

Dates: April 6 – 8, 2011

May 4 – 6, 2011 (Seattle Campus)

Location: UW campus

Fee: \$2,475

For more information on this course please contact

202-543-8560

University of Wisconsin Madison

Acumen in Action

<http://exed.wisc.edu/courses/AcumenInAction>

Acumen in Action is far more than “business acumen 101.” In just three days, you’ll gain five “years” of on-the-job experience by exploring “what if” scenarios and considering a variety of solutions. Best of all, you’ll learn from your mistakes without suffering real-life consequences thanks to the use of Capstone® Business Simulation, the best-selling business simulation in the world.

It’s time for you to run the business...and “Acumen in Action” lets you do just that. In the spirit of friendly competition, you and your management team—others savvy enough to join you for this exceptional experience—take control of a \$100 million company in a business environment that becomes increasingly complex throughout the simulation. You own, direct and have responsibility for established products. Your goal: provide the business acumen to build value in your organization and optimize profits across product lines.

Dates: April 4-6, 2011

October 10 – 12, 2011

Fee: \$2095

Business Acumen and Strategy for Managers

<http://exed.wisc.edu/courses/AcumenStrategyManagers>

Many successful 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 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 as to how a compelling vision can be effectively translated into an understandable, actionable strategy. We have all met people who have this ability, and we understand early on that this skill will carry these people much further than specialized expertise alone. This course will “jump start” your business acumen skills and help you move ahead in your career.

Dates: May 23 – 25, 2011

September 26 – 28, 2011

Fee: \$1,895

Finance and Accounting for Non-Financial Executives

<http://exed.wisc.edu/courses/FinanceAccountingNonFinancial>

“Finance and Accounting for Non-Financial Executives” is 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.

When you return to your company, you’ll have a solid base of knowledge about financial statements and concepts. You’ll be able to confidently interpret financial data and answer relevant questions about your department and operations. Beyond that, you’ll have the business acumen to know the advantages and disadvantages of different types of financial data and analysis tools, so you’ll know the right kinds of questions to ask to accomplish your department’s and company’s goals.

Dates: May 11-13, 2011

July 13 – 15, 2011

September 12 – 14, 2011

October 24 – 26, 2011

December 5 – 7, 2011

February 15 – 17, 2012

Fee: \$2095

IT Business Alignment: Bridging the Gap Between Technology and Business Strategy

<http://exed.wisc.edu/courses/ITBusinessAlignment>

Would you like to marry the myriad IT processes you deal with every day to the business levers that drive your organization's competitive advantage? This strategic course will teach you the appropriate business questions to ask when implementing technology to ensure IT will be effective and beneficial to your company's bottom line. If you want IT initiatives to drive more profit and reduce more cost, then this course is for you.

Dates: May 18 – 19, 2011

September 29 – 30, 2011

Fee: \$1,395

For more information on these programs please contact

608-441-7357

Vanderbilt University

Finance & Accounting for Non-Financial Managers

http://www.owen.vanderbilt.edu/vanderbilt/programs/executive-development-institute/open-enrollment-programs-for-individuals/program-catalog/course-details.cfm?customel_datapageid_31775=39758

Numbers don't lie. But neither do they interpret themselves. This program will show you, in a clear and practical way, how to go behind the numbers, extract key information and put it to use to strengthen your organization.

Dates: October 3- 5, 2011

Location: Owen Graduate School of Management

Cost: \$2,700

For more information about this program please contact

615-322-2534

Washington University in St. Louis

Finance for Nonfinancial Managers

[http://www.olin.wustl.edu/Events/Pages/Event.aspx?CID=600|Executive Programs Calendar&Referrer=http%3a%2f%2fwww.olin.wustl.edu%2fexecutiveeducation%2fOPP%2fPages%2fUpcomingSeminars.aspx](http://www.olin.wustl.edu/Events/Pages/Event.aspx?CID=600|Executive%20Programs%20Calendar&Referrer=http%3a%2f%2fwww.olin.wustl.edu%2fexecutiveeducation%2fOPP%2fPages%2fUpcomingSeminars.aspx)

Finance touches everyone in an organization, whether through the company's performance metrics, its capital allocation decisions, or its strategic planning. However, managers in functional areas outside of finance tend to feel "remote" and often lack the "vocabulary" to interact effectively on finance-related issues. This seminar seeks to bridge this gap and bring finance closer to the manager. The approach taken in this seminar will be to highlight the importance of shareholder value initiatives and, ultimately, the ways that a manager's decisions can affect the company's ability to create this value.

Date: October 4- 12, 2011

Location: St. Louis

Fee: \$750

For more information on these programs please contact: 314-935-9494

[ECQ4 Table of Contents Link](#)

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.

Brookings Institute

Executive Development Seminar: Blended Course

<http://www.leadership.opm.gov/Programs/Executive-Leadership-Development/EEDS/Index.aspx>

The seminar will help you develop essential leadership skills for upper-level management. You will acquire a big-picture perspective and learn to lead change by examining structure, strategy and policy. You will also discuss real-world leadership challenges and explore your leadership style through a 360-degree assessment.

Collaborating with your seminar group, you will design a Government office, establish its mission, set its goals and complete an efficient strategic plan aligned with the President's Management Agenda and the Program Assessment Rating Tool (PART). Guided and independent research will help you determine which Government agencies, Congressional committees and special interest groups are appropriate partners. Group work and instruction will teach you to interact positively and build collaborative relationships. You will learn the strategies of effective oral communication and improve your political savvy as you prepare for a final presentation.

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

Date: May 16 - July 17, 2011

Location: Eastern Management Development Center, Shepherdstown, WV (OPM)
Cost: \$3,800.00

The Aspen Institute Executive Seminar

<http://www.aspeninstitute.org/seminars/-aspen-seminar>

The Federal Executive Institute's (FEI) *Aspen Institute Executive Seminar* helps you define and understand the basic values at the heart of the issues that 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.

In this seminar, leaders come together to learn from each other and from some of the greatest thinkers of all time: historical figures and contemporary minds, philosophers and social theorists, revolutionaries and voices of conscience. You will learn how to identify what others believe and why, gain a deeper understanding of your own values and learn how to communicate your goals and beliefs.

Competencies Emphasized: External Awareness, Integrity/Honesty, Interpersonal Skills, Influencing/Negotiating, Team Building

Date: May 21-27, 2011 (*Aspen, CO*)
 August 13-19, 2011 (*Aspen, CO*)
 August 20-26, 2011 (*Aspen, CO*)
 September 17-23, 2011 (*Aspen, CO*)
 October 1-7, 2011 (*Wye River, MD*)

Locations: *Aspen, CO and Wye River, MD*
Cost: \$9,450

Executive Coaching

Location: Sessions can be scheduled at Brookings headquarters, in your private office, or even over the phone (Brookings Institute)

Cost: \$3,750 for 15 Sessions

Inside Washington: Understanding Federal Decision Making

<http://www.brookings.edu/execed/programs/insidewashington062011.aspx>

Learn what makes Washington tick in discussions with federal agency leaders, members of Congress, journalists, diplomats, and advocates—in addition to renowned experts from Brookings. This insider's guide to policy-making exposes you to executive-branch thinking, regulatory pressures, and political influences on Congress that will help you better advance your agenda in Washington. Take this program together with [Inside Congress: Understanding the Legislative Process](#) to get an extensive, firsthand guide to how government really works.

Dates: June 6-8, 2011

Location: Washington DC

Cost: \$2,575

Science and Technology Policy Issues

Explore how the U.S. government deals with science- and technology-related policy issues, and discuss ways to foster federal agencies' creativity, innovation, and effectiveness. Hear directly from renowned scientists on their new discoveries, and learn whether the political environment threatens or supports current research and development and policies. Notable speakers, such as the chairman of the House Science Committee, key staffers and the White House Director of Science and Technology Policy, provide insights to potential hurdles and challenges facing federal science-related agencies.

Date: June 20th-June 24th, 2011

Location: Brookings Institute (Washington DC)

Cost: \$3,735

For more information on these programs please contact

202.797.6000

Columbia University**Negotiation and Decision-Making Strategies**

<https://www4.gsb.columbia.edu/execed/programs/detail/10420/Negotiation+and+Decision-Making+Strategies>

Over three days, **Negotiation and Decision-Making Strategies** teaches you how to get the most out of negotiations by creating a winning proposition for both sides. You also explore methods for successful conflict resolution and understand the impact of cultural differences in the negotiation process.

Dates: June 21-23, 2011 and December 13-15

Location: [Columbia University Campus](#), New York City

Tuition: \$5,250, includes materials and some meals.

The Graduate School (DC)**Washington Executive Seminar**

http://www.graduateschool.edu/course_details.php?cid=EXEC9904L

This is a two-week nonresidential program that focuses on the Executive Core Qualifications (ECQs) of Leading Change and Building Coalitions/Communications. The Washington Executive Seminar meets the U.S. Office of Personnel Management requirement that participants in agency-specific candidate development programs have an 80-hour interagency training experience. While the Washington Executive Seminar focuses on Leading Change and Building Coalitions/Communications, it also touches on the other ECQs as well. You gain from individual and group activities, exercises and presentations and take advantage of the Washington location to interact with Congress, as well as specialists in federal government operations.

Date: August 8-19, 2011

Location: Washington, DC (USDA)

Tuition: \$3,695

Contact Number: 202-314-3300

Harvard University

Mastering Negotiation: Building Agreements Across Boundaries

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

Mastering Negotiation: Building Sustainable Agreements goes beyond other negotiation workshops in acknowledging and addressing the challenges of negotiating across cultures, organizations and sectors. Mastery of one's own sector is no longer sufficient. In a world of intensely multifaceted economic, political and social problems, sustainable solutions necessitate achieving consensus among an unprecedented variety of stakeholders. Therefore, the program examines the effects of both social and organizational culture on negotiation, while at the same time helping participants develop the adaptive skills they need to translate their effectiveness to other settings.

Date: April 17-22, 2011

Location: Harvard Kennedy School-Executive Program (Cambridge, MA) *Cost:* \$6,300 *Application deadline:* Feb 15, 2011

Innovations in Governance

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

Program explores new methods of working across traditional jurisdictions and sectors to identify, understand, and address emerging social problems. Throughout the world, imaginative leaders are scrambling to find ways to exploit and transform the capacities of old institutions to deal with today's realities. Their path-breaking efforts are revealing new ways that leaders in public, private, and nonprofit organizations can address new challenges. The new focus does not limit itself to government; instead the concentration is on processes of governance that combine the collective capacities of society's different sectors and institutions in joint problems-solving initiatives. The skills needed to create these new arrangements are not those used to run traditional top-down organizations; they are the ones social entrepreneurs use to marshal diverse resources beyond their direct control.

Date: October 23, 2011 - October 28, 2011

Location: Harvard Kennedy School-Executive Program (Cambridge, MA) *Cost:* \$6,450 *Application deadline:* September 9, 2011

For more information on these programs please contact:

1-800-427-5577

New York University

Negotiation Strategies: Deal Makers and Breakers

http://w4.stern.nyu.edu/execprogfinder/search/display_program_iteration?iteration_id=67

Do you consider yourself a skilled negotiator? If so, this workshop will help you analyze your negotiating skills and give you the tools you need to improve upon them. This course takes basic negotiation skills you already know and catapults them to the next level. Through this highly interactive program, you will examine your negotiation strengths and explore your areas for improvement.

You will leave with a set of instruments that help you assess your attitudes and approaches toward influence, power, collaboration and conflict and a collection of tools you can use to become a more effective deal maker.

Date: November 10 - 11, 2011

Fee: \$2500 (Accommodation not included)

For more information on these programs please contact

(212) 998-0789

Northwestern University

Creating and Managing Strategic Alliances

<http://www.kellogg.northwestern.edu/execed/programs/LEAD03/index.htm>

Grow your business more quickly and with lower cost and risk through the use of strategic alliances. In a world of resource constraints and intense battles for customers, firms are increasingly employing a variety of cooperative relationships to achieve their strategic objectives domestically and internationally. However, designing and maneuvering through alliances are very challenging activities. In this program, highlighted by a

collaborative learning environment, you will be inspired with knowledge on how to create and manage different forms of strategic alliances, such as joint ventures, licensing agreements, buyer-supplier partnerships, and consortia. You will also develop a better sense of the costs and benefits of strategic alliances and learn the specific conditions under which alliances are preferred to internal development, mergers and acquisitions, or outsourcing.

Dates: October 9-12, 2011

Fee: \$5,900

Negotiation Strategies for Managers

<http://www.kellogg.northwestern.edu/execed/programs/LEAD11/index.htm>

Negotiate your way to success. Gain the skills to implement effective negotiation strategy and reach more satisfactory outcomes. Examine how strategic alliances, global competition, licensing agreements, and the use of teams have all changed the face of negotiations today - and how managers who stay on top of these changes get results. Prior to this program, you will complete a web-based survey that will assess your negotiation style. During the program, you will plan, negotiate, receive feedback, and discuss negotiation strategy in a collaborative learning environment.

Working one-on-one and in teams, you will negotiate deals, resolve disputes, make decisions in competitive environments, and receive specific feedback regarding your negotiating strengths. This program will teach you how to use negotiation strategy to prepare for and carry out successful negotiations within your company and across corporate and cultural boundaries.

Dates: May 15-18, 2011

September 25-28, 2011

December 4-7, 2011

Fee: \$5,900

For more information on these programs please contact

847-467-0866

Office of Personnel Management

Center for Global Leadership Series: Leadership for a Global Society

<http://www.leadership.opm.gov/Programs/Organizational-Leadership-for-Executives/EXE0072/Index.aspx>

This program offered by the Federal Executive Institute (FEI), you will assess the role of the United States in the world and explore the institutional and policy framework that supports our interactions with other countries. You will focus on best practices in dealing with issues having international implications: the negotiation and teamwork skills that have proven to be the most effective in global interactions.

Focusing on political and economic realities, you will deepen your understanding through case studies, small-group exercises and discussions. These skills will help you examine and understand the shared values as well as the conflicts that shape our world.

Competencies Emphasized: External Awareness, Leading Change, Leading People, Political Savvy, Building Coalitions

Date: May 9 -13, 2011

Location: Federal Executive Institute, Charlottesville, VA (OPM)

Cost: \$4,575.00

For more information on these programs please contact:

(304) 870-8008

Santa Clara University

Effective Negotiations: Pitfalls and Proven Practices

<http://www.scu.edu/business/edc/winging-it-to-winning-in-negotiations.cfm>

Effective Negotiations gives you a solid understanding of negotiating; a systematic process so you know what to do, how to do it, and why; as well as tools to keep you on track for all future negotiations.

Date: April 26, 2011 or April 27, 2011

Location: Santa Clara University

Fee: \$945

Contact Number: 408-554-5485

Southern Methodist University

Master Negotiation: A Gain-Gain Approach to Profitable Negotiation

<http://www.cox.smu.edu/web/executive-education/master-negotiation>

This powerful two day course will train you to take advantage of the gain-gain approach, today's most respected method of negotiation. The tools and strategies you learn will prepare you to succeed at any type of principled and profitable negotiation. The course's interactive design provides individualized attention to help you harness your most effective strategies and avoid counterproductive strategies. Carefully crafted negotiation simulations give you a fascinating, hands-on opportunity to test and refine your skills.

Dates: April 27 – 28, 2011

Location: James M. Collins Executive Education Center SMU Campus Dallas, Texas

Fee: \$1,995

Contact Number: 214.768.3335

Stanford University

Influence and Negotiation Strategies Program

<http://www.gsb.stanford.edu/exed/insp/index.html>

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. At the conclusion of the program, participants also receive a take-home toolkit on CD-ROM that includes a video lecture on negotiation by the faculty director and refresher exercises.

Dates: October 16 – 21, 2011

Application Deadline: September 12, 2011

Fee: \$11,000

Contact Number: 650.723.3341

University of California Berkeley

Negotiations and Influence

<http://executive.berkeley.edu/programs/negotiations>

The UC Berkeley Negotiations and Influence program is an intensive, active, content-rich program—providing you the equivalent of 1/2 an MBA Negotiation course. You will learn key negotiation and influence skills and then put them into practice through six engaging in-class negotiation exercises. You will receive feedback on your negotiated outcomes in debrief sessions -- enabling you to improve your skills throughout the program. Lastly, you will be provided with two self-assessment tools that we will complete in class. These tools will help you understand and work with your innate negotiation style and personality and to understand how to negotiate effectively with others who are different.

The course is led by Holly Schroth, a well known negotiations expert who is a Senior Lecturer at UC Berkeley's Haas School of Business and consultant to numerous companies in Silicon Valley. Holly has won several teaching awards including a BusinessWeekOnline award ranking her THE BEST undergraduate professor across disciplines, across the US. She also recently won the 2009 Earl F. Cheit award for excellence in teaching. Holly is one of the leading authors of negotiation exercise materials which are used by educators and trainers across the globe. Holly has a Ph.D. in Social Psychology, specializing in Social Cognition and she uses this training to understand how we think about social interaction.

At the end of the Negotiations and Influence program, participants will be awarded a certificate of completion by the UC Berkeley Center for Executive Education and be invited to join our LinkedIn alumni group.

Dates: May 4 – 6, 2011

December 12 – 14, 2011

Location: San Francisco

Fee: \$2,995 (early registration before March 1, 2011)

Regular Fee: \$3,200

For more information on this program please contact

510.642.9167

University of California Los Angeles

Persuasive Communication

<http://www.anderson.ucla.edu/x27653.xml>

Every day we face the challenge of persuading others to do what we want. But what makes people particularly responsive to our arguments, requests, and products? Persuasion is an art, but it is also a science, and researchers who study it have uncovered a series of hidden principles for moving others—be they employees, managers, coworkers, prospective clients, or customers—in your direction. This session explores the psychological fundamentals of persuasive communication and how to apply those principles to maximize your persuasiveness in an assortment of different contexts and with a variety of different target audiences.

This session will be led by Dr. Noah Goldstein, UCLA faculty member and author of Yes, a New York Times bestseller on the topic of persuasion.

Dates: intermittently TBD

Location: UCLA

Fee: \$750

Contact Number: (310) 825-2001

University of Chicago

Negotiation and Decision Making Strategies

<http://www.chicagoexec.net/chicago.nsf/Program.html?OpenNavigator&id=42>

This interactive five-day program is designed to improve your personal effectiveness and increase the productivity of your organization by drawing on the latest research in the psychology of judgment, combined with time-tested theories of negotiation and decision making.

The purpose of this course is to help general and functional managers develop consistently effective strategies and systematic approaches to negotiations and decision making that will dramatically improve their personal effectiveness and the productivity of their organizations. The course provides sufficient familiarity with negotiating and decision making styles that will help managers identify their unique strengths and weaknesses, thus enabling participants to interpret and comfortably use the latest advances in the field of negotiation in their daily decisions. The program will also equip participants to recognize and overcome flaws in their negotiation and decision making processes; develop frameworks for making sound decisions; analyze situations; develop plans to monitor, improve, and practice their negotiation and decision making skills; and more effectively learn the right lessons from their experiences.

Dates: June 20-24, 2011

October 17-21, 2011

Location: Chicago campus

Fee: \$7,950

For further information on programs please contact:

(312) 423-8042

University of Minnesota**Negotiation Strategies for Executives**

<http://www.csom.umn.edu/Page4828.aspx>

The Negotiation Strategies for Executives program delivers immediate benefits. It will provide you with knowledge of a wide variety of powerful and practical negotiation skills, and an opportunity to practice these skills in several experiential exercises. Participants leave the program with a firm understanding of the theory behind negotiations and the confidence to use different negotiation strategies and tactics.

Date: April 19 – 21, 2011

Location: University of Minnesota

Fee: \$3,500

For Further Information on all programs contact

612-625-0027

University of Missouri Kansas City**Influence and Persuasion**

<http://www.bloch.umkc.edu/professional-education/executive-education-center/course-listings/influence--persuasion--managing-up--across/index.aspx>

This course focuses on providing practical tools for building your influence within organizations -- especially in managing up and across -- to get things done. It is designed for emerging leaders who aspire to positions of broader scope and impact. Using a highly interactive format with research, cases, as well as the instructor's executive experiences in complex organizations, we will explore multiple dimensions of political agility; among these are mapping the terrain, leveraging your power sources, building social capital, creating a persuasion campaign, and nurturing authenticity and trust. You will leave with a toolkit of ideas for enhancing your influence -- and results - in your organization.

Date: May 13, 2011

Fee: \$495

For more information on these programs please contact

816-235-5439

University of Northern Iowa (call, need info, 2/15/11)

Polishing Your Communication Tact

<http://www.bcs.uni.edu/execdev/ContentPage.aspx?id=51>

The words you choose, your tone and delivery of a message contribute to how well the message is received and interpreted. Learn the art of tactful and diplomatic communication by understanding your audience and crafting effective, concise messages to achieve your intended result.

Date: October 19, 2010

Location: Room 30 in the Business and Community Services Building, on the UNI campus

For more information on this program please contact

319-273-5851

University of Richmond

Relationship Centered Leadership

<http://business.richmond.edu/executive-education/course-list.html>

Leadership requires more than “smarts” (IQ) and experience. Today’s successful leaders need to possess emotional intelligence (EQ) in order to effectively apply the power of emotions as a source of energy, information, creativity, trust, and connection along with their ever-conscious aspiration to serve.

You will have the opportunity to complete a self-administered, confidential instrument used to measure emotional intelligence. The insightful information from this instrument will provide you with new ways to develop yourself and your understanding of relationship-centered leadership.

Dates: October 12 -13, 2011

Fees: \$545

For more information on these programs please contact

804-209-8000

University of South Carolina

Leadership through People Skills

<http://www.moore.sc.edu/execed/publicprograms/leadershipmanagementprograms.aspx>

Strong interpersonal skills are an essential component of successful leadership. Managers must coach people to improve their performance, coordinate group efforts, and win support across department lines.

This program, one of our most highly rated, is designed for middle and upper-level managers, as well as up-and-coming managers who have mastered the basic skills of managing subordinates and are now ready to extend their skills to peers and supervisors. It is also for those managers who wish to fine-tune skills and develop strategies for dealing with people-related problems. This unique, challenging experience has proven to produce a positive and permanent change in the performance of the graduates.

Dates: April 4-7, 2011 | December 5-8, 2011

Fees: \$2,800 , \$2,520 (2 or more registrants / same dates and organizations)

The Power of Negotiation

<http://www.moore.sc.edu/execed/publicprograms/managementdevelopment.aspx>

Negotiating between competing interests is a routine part of every manager's work experience. In any situation, whether you're dealing with customers, suppliers, or co-workers, the most successful negotiating strategies are those that let everyone come out ahead. Conflicts, negotiations, and agreements are not resolved by simply out-negotiating your opponent. By using collaborative negotiation and winning through mutual gain, you will learn how to clearly communicate your position and achieve the results you are seeking. Participants in this workshop will practice individual and team negotiating role-plays that teach a simple yet dynamic model that can be put into practice immediately.

Dates: September 22-23, 2011

Fees: \$1390 | \$1250 (2 or more registrants/same dates & organization)

**For more information on these programs please contact
1.803.777.4443**

University of Texas

Advocacy: Championing Ideas and Influencing Others

<http://www.mcombs.utexas.edu/execed/open/advocacy.asp>

In today's very tough competitive world, good ideas are especially important. Regrettably, good ideas don't ever sell themselves, they must be sold – or advocated. Some people seem to know how to market their ideas with ease while generating personal loyalty at the same time. For others, it's a skill that can be acquired. In this unique program, you will learn the basic marketing concepts that affect your success at convincing others to adopt your ideas. You will walk away knowing how to construct and deliver your message, to position and differentiate your ideas, to generate loyalty and commitment, and to overcome resistance and be more persuasive. This program is designed to enhance your skills on how influence others to be able to convince them of the value of your ideas.

Dates: September 22-23, 2011

Location: AT&T Executive Education and Conference Center

Fee: \$2,450

Practical Negotiation Skills

<http://www.mcombs.utexas.edu/execed/open/pracneg.asp>

Whether internally with colleagues and subordinates, or externally with suppliers, customers and competitors, you are faced with negotiation challenges on the job every day. The ability to prepare for the negotiation process and discover optimal solutions to problems is critical to success. This program teaches a systematic approach to negotiating that is used by many professional facilitators and mediators. It covers the central concepts of negotiation, as well as effective methods to deal with a broad spectrum of negotiation problems faced by managers and professionals. You will learn how to chart your best possible outcome, analyze your negotiation partners and opponents, and use specific strategies and tactics for successful negotiation.

Dates: October 25 – 26, 2011

Location: AT&T Executive Education and Conference Center

Fee: \$2,450

For more information on these programs please contact

(512) 471-5921

University of Virginia

Negotiating Success: A Learning Laboratory

<http://www.darden.virginia.edu/web/Executive-Education/Open-Enrollment-Program/Capability-Development/Negotiating-Success/>

Successful business leaders integrate negotiating skills across every aspect of their daily functions. To sustain a competitive advantage, executives must know the powerful strategies used to increase influence, improve relationships, and enhance effectiveness. *Negotiating Success: A Learning Laboratory* is designed to help novice and experienced managers become better negotiators. The program creates an intensive learning laboratory where participants engage in a series of actual face-to-face negotiations that will help develop and enhance their skills. These negotiations are then followed by in-depth debriefs where the experiences are explored and analyzed to build best practices, insights, and conceptual frameworks shared by successful negotiators.

Dates**Fees**

September 12-16, 2011

7,500

**For more information on these programs
please contact:**

(434) 924-3000

University of Utah

Collaborative Negotiations

<http://www.business.utah.edu/executive-education/collaborative-negotiations>

Stress and workplace conflict are an inevitable consequence in any corporation setting. This session will focus on the critical negotiations and conflict resolution skills needed to significantly improve the workplace. Participants will learn how to negotiate with others upon whom they depend for results or resources, mediate disagreements and conflicts among colleagues, and conduct and prepare for business negotiations both within and outside the organization.

Dates: May 18 and 19, 2011

Location: University campus

Fee: \$975

For more information on this programs please contact

801-581-5577

University of Washington

Strategies for Effective Negotiations

<http://www.foster.washington.edu/executive/seminars/Pages/Negotiating.aspx>

Negotiating is a basic business skill, but there is a big difference between the success rates of average and highly-skilled negotiators. When you are spending that much time on and in negotiations, it is beneficial to improve your skills and therefore your success rate.

The Negotiating Skills seminar will help you become a more effective negotiator with proven techniques for building and maintaining relationships, applying appropriate power and influence, structuring agreements and developing buy-in.

Dates: TBA October

Location: UW campus

Fee: \$1,650

For more information on this course please contact

(206) 616-6425

University of Wisconsin Madison

How to Influence Without Direct Authority

<http://exed.wisc.edu/courses/InfluenceWithoutAuthority>

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

Dates: June 20-22, 2011

October 3 – 5, 2011

December 7 – 9, 2011

February 13 – 15, 2012

Fee: \$1,895

Improving Communication Skills

<http://exed.wisc.edu/courses/ImproveCommunicationSkills>

A growing number of organizations are convinced that when people have an ability to understand and manage their emotions, it improves their performance, their collaboration with colleagues and their interaction with customers.

The “*Improving Communication Skills*” unit will teach you how building emotional awareness increases the self confidence, motivation and trust that promotes a healthy work environment. You will also examine conflict resolution and learn how to build win-win outcomes through mutual understanding. Case studies and hands-on exercises will reveal innovative listening techniques and show you how using the right body language and tone of voice can help you navigate nearly any conflict situation to common ground.

Dates: October 25 – 27, 2011

March 5 – 7, 2012

Fee: \$1,595

Negotiating and Contracting Fundamentals

<http://exed.wisc.edu/courses/NegotiateContractFundamental>

Organizations depend on project managers and purchasing managers to know how to negotiate and contract for goods and services and to work effectively as a sourcing team. In this comprehensive yet pragmatic course, you will learn essential empowering skills to help you successfully gain solid agreements for purchasing goods or outsourcing services to complete project deliverables. Utilizing interactive dialogue, role playing, and intensive case analysis, highly experienced industry professionals will lead you through a rigorous, systematic process intended to help you achieve win-win negotiations and contract agreements. You learn the basics of what to do (and what not to do) when negotiating contracts.

Dates: May 23 -25, 2011

November 14 – 16, 2011

Fee: \$1,795

Persuasion and Influence Skills for the Project Manager

<http://exed.wisc.edu/courses/PersuasionInfluenceSkills>

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.

Dates: June 6 – 7, 2011

August 29 – 30, 2011

October 24 – 25, 2011

Fee: \$1,395

For more information on these programs please contact

608-441-7357

Webster University

Dimensional CollaborAction Partnering for Results

<http://www.webster.edu/cfpd/seminars.shtml#Collaboraction>

CollaborAction will help you solve the day-in, day-out people problems that reduce productivity and chip away at your bottom line. This one-day seminar enables increased coordination among divisions, departments, and work groups by showing employees how to get cooperation from coworkers over whom they have no authority.

Date: November 16, 2011

Fee: \$795

For more information on these courses please contact

314-246-3135

Wharton—University of Pennsylvania

Building Relationships That Work

<http://executiveeducation.wharton.upenn.edu/open-enrollment/leadership-development-programs/building-relationships-that-work.cfm>

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.

Dates	Location	Tuition
Apr 26, 2011 – Apr 29, 2011	Philadelphia	\$7,250
Oct 24, 2011 – Oct 27, 2011	Philadelphia	\$7,250

Strategic Alliances: Creating Growth Opportunities

<http://executiveeducation.wharton.upenn.edu/open-enrollment/strategy-management-programs/strategic-alliances-growth-opportunities.cfm>

Strategic Alliances takes a wide view of the process of forming alliances and focuses on the negotiation and evolution of the alliance. It will give you the tools needed to overcome many of the obstacles inherent in new-market expansion or new-product development, and you will learn how to establish a global strategic position with limited time and resources. The program is complementary to *Mergers & Acquisitions*, which focuses more on valuation and legal issues.

Dates	Location	Tuition
Apr 18, 2011 – Apr 21, 2011	Philadelphia	\$7,250
Nov 14, 2011 – Nov 17, 2011	Philadelphia	\$7,250

For more information on these courses please contact

215.898.1776

[ECQ5 Table of Contents Link](#)

The Executive Core Qualifications

Source: Office of Personnel Management

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: Coalition Building

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

Suggested Executive Readings for ECQs

ECQ 1: Leading Change

If We Can Put A Man On The Moon, by William Eggers and John O’Leary (2009). “Eggers and O’Leary may have created a new genre—the Government Policy Thriller. We couldn’t get enough of the stories—good policies gone bad, great ideas that flew off the rails, and, occasionally, the stunning triumph that gives us hope that we can get to the moon again.” - Chip and Dan Heath, coauthors of *Made to Stick: Why Some Ideas Survive and Others Die*.

“A clear-eyed look at how to get the best out of our public institutions. Instead of easy answers, the authors offer practical suggestions for successful execution in a very challenging and complex environment. A must-read for political leaders.” --Senator Kay Bailey Hutchinson

The Tipping Point, by Malcolm Gladwell (2002). It is a book that talks about the moment when an idea, trend or social behavior crosses a threshold, tips and becomes a social epidemic. It presents a new way of understanding why change so often happens as quickly and as unexpectedly as it does.

Building the Bridge As You Walk On It, by Robert E. Quinn (2004). This book illustrates how anyone can enter and develop effective leadership through reflective action, authentic engagement, appreciative inquiry, grounded vision, adaptive confidence, detached interdependence, responsible freedom, and tough love.

The World Is Flat: A Brief History of the Twenty-First Century, by Thomas L. Friedman (2007). the lowering of trade and political barriers and the exponential technical advances of the digital revolution that have made it possible to do business instantaneously with billions of other people across the planet. The main message is how technology changes so fast, and people need to educate themselves and upgrade their skills to compete in a flat world.

Put The Moose On The Table: Lessons In Leadership From A CEO's Journey Through Business And Life, by Randall Tobias and Todd Tobias (2003). This book contains lessons about leading by example, vision, successful communication, mentoring, depth vs. breadth, openness vs. secrecy, values and the bonds of reciprocity, risk taking and risk aversion, planning for succession.

Crisis Leadership, by Gene Klann (2003) Book discusses that at it’s center, effective crisis leadership is comprised of three things: communication, clarity of vision and values, and caring relationships. Leaders who develop, pay attention to, and practice these qualities go a long way toward handling the human dimension of a crisis.

Leading with Authenticity in Times of Transition, by Kerry A. Bunker and Michael Wakefield (2005). This book offers a framework for understanding the issues and competencies that contribute to effective leadership during times of change. Its purpose is to help leaders determine how to choose and move among a variety of managerial approaches -- to help them see what's working, what's not working, and what's missing. In this way, leaders can more clearly assess their impact and learn how to meet the demands of both managing the business and leading the people.

Leading Change, by John Kotter (1996). John Kotter, from Harvard Business School, examines the efforts of more than 100 companies to remake themselves into better competitors. He identifies the most common mistakes leaders and managers make in attempting to create change and offers an eight-step process to overcome the obstacles and carry out the firm's agenda: establishing a greater sense of urgency, creating the guiding coalition, developing a vision and strategy, communicating the change vision, empowering others to act, creating short-term wins, consolidating gains and producing even more change, and institutionalizing new approaches in the future.

Visionary Leadership, by Burt Nanus (1995). Leadership expert and best-selling author, shows why vision is the key to leadership and demonstrates how any leader can use a logical, step-by-step process to create and implement a powerful new sense of direction in his or her own organization.

The Future of Management, by Gary Hamel and Bill Breen (2007). In a world where strategy life cycles are shrinking, innovation is the only way a company can renew its lease on success. It's also the only way it can survive in a world of bare-knuckle competition. In decades past, many companies were insulated from the fierce winds of Schumpeterian competition. Regulatory barriers, patent protection, distribution monopolies, disempowered customers, proprietary standards, scale advantages, import protection, and capital hurdles were bulwarks that protected industry incumbents from the margin-crushing impact of Darwinian competition. Today, many of these fortifications are collapsing:

The on-time, on-target manager: how a "last minute manager" conquered procrastination, (2004) Blanchard, K. Gottry, S. *The On-Time, On-Target Manager* is the story of Bob, a typical middle manager who puts things off to the last minute. As a result, he misses deadlines because his lack of focus causes him to accomplish meaningless tasks before getting to the important things. Like many professionals, Bob rationalizes, justifies, and tries to explain. Luckily, Bob is sent to his company's CEO -- which stands for "Chief Effectiveness Officer" -- who helps him deal with the three negative side effects of procrastination: lateness, poor work quality, and stress to himself and others. Bob learns how to transform himself from a crisis-prone Last-Minute manager into a productive On-Time, On-Target manager.

Built to Last: Successful Habits of Visionary Companies, Collins, Jim Porras, Jerry (1997) *Built to Last* became an instant business classic. This audio abridgement is read by the authors, who alternate chapters. Collins is a bit breathlessly enthusiastic, but clear and interesting; Porras, unfortunately, is poorly inflected and wooden. They set out to determine what's special about "visionary" companies-- the Disneys, Wal-Marts, and Mercks, companies at the very top of their game that have demonstrated longevity and great brand image. The authors compare 18 "visionary" picks to a control group of "successful-but-second-rank" companies. Thus Disney is compared to Columbia Pictures, Ford to GM, and so on.

Principle Centered Leadership by Covey, Stephen (1992) The great "angst" of life has seemingly gripped us all, and there seems to be no limit to the number of writers offering answers to the great perplexities of life. Covey, however, is the North Star in this field. Following his successful *Seven Habits of Highly Effective People* (S. & S., 1989), Covey now responds to the particular challenges of

business leaders by applying his natural laws, or principles, of life to organizations. Covey explains these laws (security, guidance, wisdom, and power), and discusses how seven-habits practice and focus on these principles will result in personal and organizational transformation. He reminds us that personal and organizational success is hard work, requires unwavering commitment and long-term perspective, and is achievable only if we are prepared for a complete paradigm shift in our perspective. Without hesitation, strongly recommended for all management collections.

Building resiliency: how to thrive in times of change, Pully, M.L. and Wakefield, M. (2001) It may be human nature to resist change—particularly when it’s delivered as a hardship, disappointment, or rejection. But by developing resiliency managers can not only survive change, but also learn, grow, and thrive in it. In fact, for leaders, developing resiliency is critical. Resiliency helps managers deal with the pressures and uncertainties of being in charge in organizations today. This guidebook defines resiliency, explains why it’s important, and describes how you can develop your own store of resiliency. It focuses on nine developmental components that, taken together, create a sense of resiliency and increase your ability to handle the unknown and to view change—whether from disappointment or success—as an opportunity for development.

National Security Dilemmas: Security Challenges and Opportunities, Gray, Colin S. (2009) A contemporary primer on the leading arguments about U.S. national security, *National Security Dilemmas* addresses the major challenges and opportunities that are live-issue areas for American policymakers and strategists today. Colin S. Gray provides an in-depth analysis of a policy and strategy for deterrence; the long-term U.S. bid to transform its armed forces’ capabilities, with particular reference to strategic surprise, in the face of many great uncertainties; the difficulty of understanding and exploiting the challenge of revolutionary change in warfare; the problems posed by enemies who fight using irregular methods; and the awesome dilemmas for U.S. policy over the options to wage preventive and preemptive warfare.

DUCY? Exploits, Advice, and Ideas of the Renowned Strategist, Sklansky, David Schoonmaker, Alan (2010) When Jim McManus, author of the New York Times best-seller, *Positively Fifth Street*, read our manuscript, he wrote, Whenever I read something by David, I never fail to learn new things about the world. The book is fantastically illuminating, well written, works as a kind of autobiography, and Al’s input is effective as commentary. You will probably feel the same way by seeing how creatively combining math, logic, psychology, and probability theory can solve problems you might have previously regarded as unsolvable. Your ability to identify and even manipulate other people’s thoughts and desires should improve, as well as your ability to understand and resist other experts who attempt to do the same thing. And this book will almost certainly put money in your pocket.

ECQ 2: Leading People

Discovering the leader in you: a guide to realizing your personal leadership potential; Lee, R.J. and King S.N. (2000) This book is based on a simple, obvious point: leadership roles should be filled by people who deliberately decide they want to be in them. Yet many executives and managers find

that they have become leaders by default rather than as a result of a personal choice. In fact, a great many people drift into or away from being leaders simply because they have not done the work of matching their own honestly described self with the realities of the leadership role. Not until they are well into their careers do many individuals seriously explore their personal fit for leadership. But by then, it is often too late to prepare for more gratifying roles or to get out of situations that don't make sense for them as individuals.

Discovering the Leader in You offers a planful approach to understanding how aspects of personality, character, vision, home life, values, and skills match with essential leadership activities. This unique system of self-discovery clearly shows what it looks like to fit or not to fit in leadership roles in organizations.

It's Your Ship: Management Techniques from the Best Damn Ship in the Navy, by Michael Abrashoff (2002). As commander of the USS *Benfold*, Captain D. Michael Abrashoff demonstrated how progressive management can succeed. Abrashoff's suggestions include: lead by example; listen aggressively; communicate purpose and meaning; create a climate of trust; look for results, not salutes; take calculated risks; go beyond standard procedure; build up your people; generate unity; and improve your people's quality of life.

The 100-Mile Walk A Father and Son on a Quest to Find the Essence of Leadership, by Sander A. Flaum, Jonathon A. Flaum and Mechele Flaum (2005). **A new kind of leadership book for the challenges of a multigenerational environment.** Each generation leads in its own way. But to progress together, they must find ways to bridge the divide between their perspectives. Recognizing that truth, a 65-year-old traditional CEO and his 35-year-old Zen entrepreneur son embark on a six-month-long, 100-mile walk. As they stroll, they talk about their experiences, their outlook on life and work, the achievements of leaders they have known, and how each views the nature and purpose of leadership. Ultimately, the two men agree on nine key traits and practices essential to all leaders.

Generations At Work: Managing the Clash of Veterans, Boomers, Xers, and Nexters in Your Workplace, by Ron Zemke, Claire Raines, and Bob Filipczak (1999). This book is intended to help you bridge the gap or, more accurately, gaps between people of different ages who work at your company. What's so vexing about the workplace is that four different groups are vying for roles and recognition. There are the veterans, boomers, Xers, and the nexters.

Leadership and Spirit: Breathing New Vitality and Energy into Individuals and Organizations, by Russ S. Moxley (2000). Moxley asserts that many of today's organizations, and how we understand and practice leadership in them, are killing our spirit. This book offers a different way of understanding and practicing leadership, and provides hope that organizations can be profitable yet satisfying, competitive yet communal, and productive but life-giving.

True North: Discover Your Authentic Leadership, by Bill George and Peter Sims (2007). *True North* presents a concrete and comprehensive program for leadership success and shows how to create your own Personal Leadership Development Plan centered on five key areas: knowing your authentic self, defining your values and leadership principles, understanding your motivations, building your support team, and staying grounded by integrating all aspects of your life.

360 Degree Leader: Developing Your Influence from Anywhere in the Organization,

by John C. Maxwell (2006). Good leaders are not only capable of leading their followers but are also adept at leading their superiors and their peers. Debunking myths and shedding light on the challenges, John Maxwell offers specific principles for Leading Down, Leading Up, and Leading Across. 360-Degree Leaders can lead effectively, regardless of their position in an organization.

A Class with Drucker, The Lost Lessons of the World's Greatest Management Teacher, by William A. Cohen (2007). Long considered the world's greatest thinker and writer on management, Peter Drucker's teachings continue to inspire leaders everywhere. From 1975 to 1979, author William Cohen studied under the Great Man and became the first graduate of his doctoral program. In *A Class with Drucker*, Cohen shares many of Drucker's teachings that never made it into his countless books and articles, ideas that were offered to his students in classroom or informal settings.

Leading Leaders: How to Manage Smart, Talented, Rich, And Powerful People, by Jeswald W. Salacuse (1995). Salacuse provides an action-packed practical prescription. It begins and ends with communications, as Salacuse admits its fundamental power to gain trust and motivate others. Much of his advice is also based on knowledge of others' interests and the concomitant willingness to tailor messages, conversations, and potential outcomes. With these two competencies, leaders seeking to lead others can readily follow the myriad lists, from the principles affecting critical conversations to the seven daily tasks of leadership.

The Blue Way : How to Profit by Investing in a Better World, by Daniel de Faro Adamson and Joe Andrew (2007). It is about business ethics and progressive corporate leadership. This book is a compelling case that sustainable investing strategies and progressive economic policies simply work better over the long term.

Leaders as Teachers by Edward Betof (2009). Leaders learn and acquire experience from many places, but ask successful leaders how they became successful; it's usually because they learned from other great leaders. The idea of using an organization's leaders as the keystone of a successful learning strategy might seem obvious, but few groups employ this strategy because they don't know how. It's not something that just happens—unless you're very lucky. So why wouldn't you use experienced leaders to inspire, mentor, coach, and develop other talented leaders to their full potential? Here's the journey of Becton, Dickinson and Company (BD), which created and deployed a leadership development program that relies on all its top leaders (even the CEO) to train other leaders.

Introduction to conflict and teams: enhancing team performance using the TKI, Thomas, K., and Thomas, G.F. (2004) Builds on the Thomas-Kilmann Conflict Mode Instrument (TKI), designed to help you and your teammates understand your individual team member styles of conflict and ways that you can increase your individual effectiveness as team members. Helps you identify your team's

style for dealing with conflict, based on the styles of the team's members, and suggests ways to help the team function more effectively as a group.

Now, discover your strengths, Buckingham, M and Clifton, Ph.D. D.O (2001) The premise of this new management study, a follow-up to Buckingham's *First, Break All the Rules* (S. & S., 1999), is that the most effective method for motivating people is to build on their strengths rather than correcting their weaknesses. The authors, researchers at the Gallup Organization, have analyzed results of interviews conducted by Gallup of over 1.7 million employees from 101 companies and representing 63 countries. When asked, only 20 percent of these employees stated that they were using their strengths everyday. So that they can take a test revealing their strengths, readers are given access to the StrengthsFinder web site and a special ID number; once they learn their profile, they can read the analysis in the book.

Overcoming the Five Dysfunctions of a Team by Lencioni, Patrick (2002), In the years following the publication of Patrick Lencioni's best-seller *The Five Dysfunctions of a Team*, fans have been clamoring for more information on how to implement the ideas outlined in the book. In *Overcoming the Five Dysfunctions of a Team*, Lencioni offers more specific, practical guidance for overcoming the Five Dysfunctions—using tools, exercises, assessments, and real-world examples. He examines questions that all teams must ask themselves: Are we really a team? How are we currently performing? Are we prepared to invest the time and energy required to be a great team? Written concisely and to the point, this guide gives leaders, line managers, and consultants alike the tools they need to get their teams up and running quickly and effectively

Encouraging the Heart by Kouzes, Jim (2003) Leadership authorities James M. Kouzes and Barry Z. Posner say employees perform best when their contributions are genuinely appreciated. Unfortunately, the two contend, most executives have not mastered the decidedly soft-management skill of "encouragement" that fosters such behavior. In *Encouraging the Heart*, they examine how this type of compassionate supervision is becoming a critical part of successful management today, and through example and suggestion they describe how readers can establish the process in their own businesses.

The Radical Leap by Farber, Steven (2004) The business world is ready for an entirely new approach to leadership, and Steve Farber has written the perfect book to energize business leaders and help them make the leap into extreme leadership. In fact, taking a giant "L.E.A.P" forward is exactly what Farber prescribes. What exactly is an extreme leader? One who cultivates love, generates energy, inspires audacity, and provides proof. In his exciting and innovative new business parable, *The Radical Leap*, Farber explores an entirely new leadership model, one in which leaders aren't afraid to take risks, make mistakes in front of employees, or actively solicit employee feedback. His book dispenses with the typical, tired notions of what it means to be a leader.

Assimilating New Leaders (The Key to Executive Retention), by Downey, Diane March, Tom Berkman, Adena (2001)- Newly hired senior executives don't need any help, right? After all, they're getting paid top dollar for knowing their stuff! The reality is that executives often do need guidance and support when joining an organization. In fact, a recent survey reported that more than 70% of

newly hired executives left their jobs within the first two years! These missteps can wreak havoc on subordinates, departments, customers, suppliers and ultimately the bottom line.

Harnessing the Power of Action Learning, Marquardt, Michael Brand (2004)-recognizable companies such as Samsung, Dow, GE, Deutsche Bank and Boeing share one powerful workplace learning tool known as action learning. This learning tool has helped the companies to create new products and services, improve service quality, cut costs and make fundamental changes to their organizations cultures

Talking from 9 to 5: Women and Men at Work, Tannen, Deborah (1995) Tannen probes the way gender roles shape the ways men and women communicate in the workplace, and how these differences lead to misunderstandings.

Leadership Presence: Dramatic Techniques to Reach Out, Motivate, and Inspire Halpern, Belle and Lubar, Kathy (2003) Read *Leadership Presence* and give the gift of presence to all those you touch. Halpern and Lubar take a fresh approach to leadership by providing the tools to authentically express yourself as you genuinely create value with others." (Kevin Cashman, CEO, LeaderSource and author of *Leadership from the Inside Out* and *Awakening the Leader Within*) "With The Ariel Group's help, our people have begun to learn these critical skills . . . and our business has improved as a result. In fact, we see people begin a transformation in only a few days." (Jim Stryker, Manager, Strategic Business Skills Development, Mobil Oil)

Playing the Enemy: Nelson Mandela and the Game That Made a Nation Carlin, John (2008) - Carlin offers the final dramatic chapters of how then president Nelson Mandela and his wily strategy of using a sporting event—the Springboks rugby team in the 1995 World Cup—to mend South Africa. Carlin, a senior international writer for *El País*, quotes Mandela: Sports has the power to change the world... It is more powerful than government in breaking down racial barriers. After giving an informed capsule history of apartheid's bitter legacy and Mandela's noble stature as a leader, the scene is set for the influential rugby match between the solid New Zealand team and the scrappy South African squad in the finals of the World Cup, with 43 million blacks and whites awaiting the outcome.

The Present by Johnson, Spencer (2003) This book is a practical parable about a young man who has spent much of his lifetime searching for the elusive yet considered the most precious gift any man can ever receive - The Present. This engaging story narrates on the importance of living in the Now - the present moment. Spencer Johnson stressed that receiving and recognizing The Present can bring success and happiness to anyone's life. Discover how this precious gift can bring change into your life, work and career.

The Purpose Driven Life Warren, Rick (2002) The spiritual premise in *The Purpose-Driven Life* is that there are no accidents---God planned everything and everyone. Therefore, every human has a divine purpose, according to God's master plan. Like a twist on John F. Kennedy's famous inaugural address, this book could be summed up like this: "So my fellow Christians, ask not what God can do for your life plan, ask what your life can do for God's plan." Those who are looking for advice on

finding one's calling through career choice, creative expression, or any form of self-discovery should go elsewhere. This is not about self-exploration; it is about purposeful devotion to a Christian God.

The Five Dysfunctions of a Team: A Leadership Fable. Lencioni, Patrick (2002) In keeping with the parable style, Lencioni (*The Five Temptations of a CEO*) begins by telling the fable of a woman who, as CEO of a struggling Silicon Valley firm, took control of a dysfunctional executive committee and helped its members succeed as a team. Story time over, Lencioni offers explicit instructions for overcoming the human behavioral tendencies that he says corrupt teams (absence of trust, fear of conflict, lack of commitment, avoidance of accountability and inattention to results). Succinct yet sympathetic, this guide will be a boon for those struggling with the inherent difficulties of leading a group. 100,000 first printing.

Flight of the Buffalo: Soaring to Excellence, Learning to Let Employees Lead Zemke, (1994) et al A hardcover bestseller now in paperback presents a management program that encourages employee leadership--which today's companies must have more of if they are to survive the coming decades.

The Universal Language Bonnstetter, Bill (1993)The most comprehensive manual in the world for understanding and applying the principles of normal behavior based on William Moulton Marston

Harvard Business Review on Breakthrough Leadership by Harvard Business School Press Goleman, Daniel (2002) **The Harvard Business Review Paperback Series** is designed to bring today's managers and professionals the fundamental information they need to stay competitive in a fast-moving world. From the preeminent thinkers whose work has defined an entire field to the rising stars who will redefine the way we think about business, here are the leading minds and landmark ideas that have established the *Harvard Business Review* as required reading for ambitious businesspeople in organizations around the globe.

ECQ 3: Results Driven

Sticking to it: the art of adherence, Colan, L.J. Win or Lose? (2003) You Choose. The game of business is won by those who execute their strategies. Sticking to It is the first step to creating a sustainable competitive advantage for your team. Challenges for today's leaders are always changing, but the formula for winning remains the same...focus on "how" more than "what". Strategy gets you in the game - execution gets you in the winner's circle. This book reveals the secret to success for high achieving individuals and teams and can help you propel ahead of your competition.

How Great Leaders Get Great Results, by John Baldoni (2005). This book takes a fresh look at how leaders achieve results. Baldoni explains that results are achieved by setting the vision, creating alignment, guiding execution and insisting on discipline as they push the enterprise forward. He also explains that successful leaders allow for risk and demonstrate courage in the achievement of results that stand the test of time. It provides real-world insights that can help leaders achieve inspired results for themselves, their teams, and their people.

How Great Decisions Get Made, by Don Maruska (2006). This book shows how to bring out the best in people, so that the process of decision making cements groups together rather than pulling them apart.

Impact Hiring: The Secrets of Hiring a Superstar, by Frederick W. Ball, Barbara B. Ball, Michael P. Byrum, Editors of The New York Institute of Finance (2000). This book outlines an effective and powerful game-plan for the hiring team. It explains how to take ownership of the interview process to defining the ideal success profile; from developing a competitive edge to negotiating a win/ win package and seal the deal.

Strategic Hiring: Tomorrow's Benefit Today, by Stephen, J. Blakesley (2006). This book provides an overview of the hiring process and highlights the actions necessary to recruit, hire, and retain the right person for the job and for the company. It provides startling statistics about this country's future workforce and helps managers understand how to successfully deal with the challenges posed by these trends.

The ROI of Human Capital: Measuring the Economic Value of Employee Performance, by Jac Fitz-Enz (2000). This book offers a blend of management expertise and quantitative metrics, showing executives and HR professionals how to gauge human costs and productivity at three critical levels: Organizational (contributions to corporate goals), Functional (impact on process improvement), and Human resources management (value added by five basic HR department activities).

Topgrading: How Leading Companies Win by Hiring, Coaching and Keeping the Best, by

by Bradford D. Smart (2005). Essentially a best-practices manual for developing this outstanding personnel pool. It examines in great detail how today's leading organizations have assembled such top-level employees, and then showing precisely how others can do it, too.

The Art of War, by Sun Tzu (2005). "The art of war" has been required reading at many military academies around the world, and is surprisingly relevant even for today's conflicts. It covers a variety of different aspects of warfare including laying plans, waging war, terrain, energy, maneuvering, and even the use of spies. Sun Tzu was very aware that war should be the last resort but if you were going to "do war" then you should do it properly and ruthlessly to ensure victory.

Deadline! How Premier Organizations Win the Race Against Time, by Dan Carrison (2002). This book contains **adventure stories for today's fast-paced business environment**. In the world of business, every second counts and some seconds count more than others. Executives never know when a critical time challenge is going to rear its ugly head, and knowing exactly how to handle it is the only thing that stands between success and failure. Here, based on the author's personal on-site interviews and observations, are the stories of prestigious organizations in a wide variety of industries successfully facing seemingly impossible deadlines.

Competing on Analytics : the New Science of Winning, by Thomas H. Davenport and Jeanne G. Harris (2007). This book argued that the secret of leading companies to develop their competitive advantage strategy relied on sophisticated quantitative and statistical analysis and predictive modeling supported by data-savvy senior leaders and powerful IT.

Execution: The Discipline of Getting Things Done, Bossidy, Larry, Charan, Ram, and Burck, Charles (2002) Disciplines like strategy, leadership development, and innovation are the sexier aspects of being at the helm of a successful business; actually getting things done never seems quite as glamorous. But as Larry Bossidy and Ram Charan demonstrate in *Execution*, the ultimate difference between a company and its competitor is, in fact, the ability to execute.

The 7 Habits of Highly Effective People by Covey, Stephen (1989) Stephen Covey, an internationally respected leadership authority, realizes that true success encompasses a balance of personal and professional effectiveness, so this book is a manual for performing better in both arenas. His anecdotes are as frequently from family situations as from business challenges. Before you can adopt the seven habits, you'll need to accomplish what Covey calls a "paradigm shift"--a change in perception and interpretation of how the world works. Covey takes you through this change, which affects how you perceive and act regarding productivity, time management, positive thinking, developing your "proactive muscles" (acting with initiative rather than reacting), and much more. This isn't a quick-tips-start-tomorrow kind of book. The concepts are sometimes intricate, and you'll want to study this book, not skim it.

Blink: The Power of Thinking Without Thinking, by Gladwell, Malcolm (2005) *Blink* is about the first two seconds of looking--the decisive glance that knows in an instant. Gladwell, the best-selling author of *The Tipping Point*, campaigns for snap judgments and mind reading with a gift for translating research into splendid storytelling. Building his case with scenes from a marriage, heart attack triage, speed dating, choking on the golf course, selling cars, and military maneuvers, he persuades readers to think small and focus on the meaning of "thin slices" of behavior. The key is to rely on our "adaptive unconscious"--a 24/7 mental valet--that provides us with instant and sophisticated information to warn of danger, read a stranger, or react to a new idea.

Coaching, Counseling, and Mentoring(how to choose and use the right technique to boost employee performance) by Stone, Florence (1998) – “Coaching, counseling, and mentoring can dramatically improve employee productivity and satisfaction. But there’s a big difference between continuously encouraging employees to do their jobs well (coaching), attempting to fix poor performance (counseling), and helping top performers excel (mentoring).

Danger in the Comfort Zone: From Boardroom to Mailroom -- How to Break the Entitlement Habit That's Killing American Business, Bardwick, Judith (1995) - Since the original publication of this important and controversial book, it has stirred up business thinkers everywhere. Now the landmark work has been updated and expanded (with five all-new chapters) to meet today's continuing challenges to the nation's productivity and morale. "This book offers timely solutions to America's national crisis."--Association Trends

Bullies, Tyrants, and Impossible People: How to Beat Them Without Joining Them, Shapiro, Ronald (2005) - The authors offer their blueprint to "outnegotiate, outsmart, outmaneuver, outlast, outlogic, outthink and outwin life's bullies, tyrants, and impossible people--without becoming one yourself." Their approach to getting what you want (in business and personal relationships) with difficult people employs the acronym NICE--Neutralize your emotions, Identify type, Control the encounter, and Explore options. With suggested techniques and case studies, we learn to handle the Situationally Difficult, those who have had a bad day and take it out on you; the Strategically Difficult, those who believe being unreasonable is effective (and it often is); and the Simply Difficult,

those with ingrained personality characteristics that negatively affect their behavior. Their final directive refutes the value of revenge and discusses the strategy of walking away. With thoughtful planning and analysis, Shapiro and coauthors present a set of positive steps to resolve intractable situations. This excellent book will appeal to a broad range of library patrons.

ECQ 4: Business Acumen

The HR Scorecard: Linking People, Strategy, and Performance, by Brian E. Becker, Mark A. Huselid, and Dave Ulrich. (2001) HR Scorecard introduces a new way of measuring and thinking about the contributions of individuals to business success. It makes the case that the role of Human Resources is increasingly important, as company assets become more intangible and reliant on intellectual capital. Provides a framework that focuses on identifying where Human Resources issues exist, where performance drivers are and how to develop a measurement system that provides valid, reliable indicators of Human Resources' contribution to the success of strategy implementation, and ultimately to firm performance.

Make Success Measurable! by Douglas Smith (1999). This is a how-to book, emphasizing outcomes as opposed to actions in setting goals. You'll learn how to: Set goals that matter. Set non-financial as well as financial goals and link them together. Understand and use outcome-based goals that support success while avoiding activity-based goals that produce failure. Select and use management disciplines needed to achieve your goals.

Good to Great: Why Some Companies Make the Leap... and Others Don't, by James C. Collins (2001). This book aims to describe how companies transition from being average companies to great companies and how companies can fail to make the transition. "Greatness" is defined as financial performance several multiples better than the market average over a sustained period of time. Collins finds the main factor for achieving the transition to be a narrow focusing of the company's resources on their field of competence.

Combating Corruption, Encouraging Ethics, by William L. Richter and Frances Burke (2007). Discusses unique ethical problems of twenty-first century public administration.

How: Why How We Do Anything Means Everything...in Business (and in Life), by Dov L. Seidman (2007). The qualities that many once thought of as "soft"—trust, integrity, values, and reputation—are now the hard currency of business success and the ultimate drivers of efficiency, productivity, and profitability. It's no longer what you do that sets you apart from others, but how you do what you do. Whats are commodities, easily duplicated or reverse-engineered.

What Got You Here Won't Get You There: How Successful People Become Even More Successful, by Marshall Goldsmith with Mark Reiter (2007). Explains how some senior executive's are held back even when their hard work is paying off and they are doing well in your field. But there is something standing between you and the next level of achievement. That something may just be one of your own annoying habits. Perhaps one small flaw—a behavior you barely even recognize — is the only thing that's keeping you from where you want to be. It may be that the very characteristic that you believe got you to where you are — like the drive to win at all costs — is the one that is holding you back.

The Underdog Advantage: Using the Power of Insurgent Strategy to Put Your Business on Top, by David Morey, Scott Miller, David Morey, Scott Miller (2004). After over 25 years of working with top companies, David Morey and Scott Miller have found that the largest corporations are at their best when they act small--not as an arrogant incumbent, but a hungry insurgent

The Human Equation, by Jeffrey Pfeffer (1998). This book addresses a number of people issues, such as downsizing, hiring practices, compensation approaches, and alignment of management practice with stated values. Although the author favors a fundamental approach, he shores it up with logic, and wit.

Holistic Management: Managing What Matters for Company Success, by William F. Christopher (2007). This book explained the implementation of the Viable System Model (VSM) developed by Stafford Beer to the seven key result areas of business developed by Peter Drucker. So, this book is about system thinking on management. This book has strong scientific base and is applicable in business practice.

Ultimate Performance: Measuring Human Resources at Work, by Nicholas C. Burkholder, Scott Golas and Jeremy Shapiro (2007). This book argued that today business faces a serious challenge, as the failure to measure human resources performance is just as costly and deadly to modern organizations. Three factors changed the perception of HR management: the significant impact of high-performance HR, the implications of poorly performing HR, and soaring HR operating expenses. These factors have led to an increased demand and focus on HR metrics. This book approaches this challenge by providing clear, proven measurement solutions that will optimize the performance of people and businesses.

Leading quietly: an unorthodox guide to doing the right thing, Badaracco, J.L. (2002) When we think of great leaders, it's usually the charismatic, globally influential Churchill, Patton, Jack Welch who spring to mind. But as Harvard Business School professor Badaracco (*Defining Moments: When Managers Must Choose Between Right and Right*) correctly points out, everyday leadership is not so dramatic, and daily leadership decisions are rarely carried out at the top of an organization. Badaracco focuses here is on helping the middle- and senior-level managers who make the ordinary decisions that ultimately determine an organization's success.

Financial Management: Theory and Practice, Brigham, Eugene and Erhardt, Michael (2004) This text remains the only text in the market that presents a balance of financial theory and applications. The authors maintain the same four goals as with the first edition: helping learners to make good financial decisions, providing a solid text for the introductory MBA course, motivating learners by demonstrating finance is relevant and interesting, and presenting the material clearly.

ECQ 5: Building Coalitions

Primal Leadership, By Daniel Goleman, Richard Boyatzis and Annie McKee. (2002) Primal Leadership identifies four emotional intelligence domains (self awareness, self management, social awareness, relationship management) which bridge 18 leadership competencies, the majority of which depend upon skills in listening to one's self and to others.

Discipline of Teams, by Jon R. Katzenbach, Douglas K. Smith, and Doug Smith (2001). This book explains how to implement the disciplines, frameworks, tools, and techniques required for team- and small-group performance. Hot topics covered include: why small-group performance demands expertise at two disciplines, team level and leader level, instead of one; virtual teams; and global teams. This book combines practical exercises with cutting-edge insights, and both authors are authorities on the subject.

Emotional Intelligence: Why It Can Matter More Than IQ, by Daniel Goleman (2006). This book discusses a new insight into our "two minds"-the rational and the emotional—and how they together shape our destiny. Through vivid examples, Goleman delineates the five crucial skills of emotional intelligence, and shows how they determine our success in relationships, work, and even our physical well-being. What emerges is an entirely new way to talk about being smart.

The Southwest Airlines Way: Using the Power of Relationships to Achieve High Performance, by Jody Hoffer Gittel (2005). In an industry that regularly loses billions of dollars, Southwest Airlines has an unbroken string of 31 consecutive years of profitability. The book explains that they succeed through their high performance relationships based on shared goals, shared knowledge, and mutual respect among all levels of management, employees, and suppliers.

The Power of We: Succeeding Through Partnerships, by Jonathan M. Tisch and Karl Weber (2005). Tisch, head of the Loews Hotels chain, talk about why and how companies can embrace the idea of cooperation and partnership instead of a strategy of winning at all costs. Tisch offers a compelling argument that this kinder and gentler approach is more profitable in the long run. The book includes plenty of very interesting examples of partnership at his own company.

The Trusted Leaders- by Terry Newell, Grant Reeher, and Peter Ronayne (2002) (faculty at the Federal Executive Institute). The focus is on how career leaders in government can build effective relationships.

Getting To Yes, Negotiating Agreement Without Giving In Roger Fisher, William Ury, and Bruce Patton (1991). *Getting to Yes* is a straightforward, universally applicable method for negotiating disputes without getting taken and without getting angry. It offers a concise, step-by-step, proven strategy for coming to mutually acceptable agreements in every sort of conflict. Based on the work of Harvard Negotiation Project, a group that deal continually with all levels of negotiations and conflict resolutions from domestic to business to international.

Resonant Leadership: Renewing Yourself and Connecting with Others Through Mindfulness, Hope, and Compassion by Richard E. Boyatzis (2005). Boyatzis and McKee start by describing the highly stressful conditions in which leaders operate today, and explain sympathetically how many well-intentioned people fall into what they call "dissonance" due to burnout. *Resonant Leadership* moves from this initial exposition of problems--management ineffectiveness, and/or burnout--to solutions. The authors anchor their prescription around three core qualities which they believe resonant leaders must continually cultivate: mindfulness, hope, and compassion.

Formulation, implementation, and control of competitive strategy, Pearce, J. A. Robinson, R. B. (1999) Contemporary research in strategic management, with an emphasis on conceptual tools and skills created by scholars and practitioners in the field are evident throughout this 12-chapter text-only book. Formulation, Implementation, and Control of Competitive Strategy is the softcover, text-only version of Pearce and Robinson's STRATEGIC MANAGEMENT. Pearce and Robinson presents a unique pedagogical model created by the authors. Instructors who desire quantitative analysis will like the financial data available here. The new, strong coverage of Business Week material provides a currency and uniqueness to the text.

The art of helping in the 21st Century, R.R Carkhuff: (1999) This is the ninth edition of The Art of Helping. More than 500,000 copies have been sold over three decades. Literally, millions of people have been trained in helping skills. Many more have been recipients of these skills. The effects upon hundreds of thousands of these recipients have been researched. The results are in: skills acquisition and use are spectacularly powerful. This book explains the essential interpersonal skills needed by professional and lay counselors, teachers, business managers, parents, everyone.

Working across boundaries: making collaborations work in government and nonprofit organizations

Linden, R.M. (2002) *Working Across Boundaries* is a practical guide for nonprofit and government professionals who want to learn the techniques and strategies of successful collaboration. Written by Russell M. Linden, one of the most widely recognized experts in organizational change, this no nonsense book shows how to make collaboration work in the real world. It offers practitioners a framework for developing collaborative relationships and shows them how to adopt strategies that have proven to be successful with a wide range of organizations. Filled with in-depth case studies—including a particularly challenging case in which police officers and social workers overcome the inherent differences in their cultures to help abused children—the book clearly shows how organizations have dealt with the hard issues of collaboration.

Treat People Right: How Organizations and Employees can create a Win/Win Relationship to Achieve High Performance at all Levels, Lawler, Edward (2003)

"Ed Lawler is simply the best thinker about people in organizations today. His new book turns treating people right from magical and nice-to-do clichés to a set of specific, research-based actions that leaders can take."

— Dave Ulrich, professor, University of Michigan

First Among Equals: How to Manage a Group of Professionals, McKenna, Patrick J. (2002)

Competently managing a group of peers is unquestionably among the most difficult of workplace tasks, but key steps that produce success are laid out so clearly by consultants Patrick J. McKenna and David H. Maister in *First Among Equals* that even those who completely lack experience should find the process feasible and effective. McKenna and Maister focus on leading teams of professionals--often composed of people who don't feel like they are part of a team or in need of leadership--by transforming the way managers assume responsibility and direct members. "Success in helping your group succeed is mostly about you

Forecasting, planning, and strategy for the 21st century, Makridakis, S.G. Mike Pagidas General Manager, S. C. Johnson & Son (Hellas) (1990) Ltd. Makridakis pounds conventional wisdom about planning and forecasting into dust. The book is rich in case studies and historical examples which Makridakis uses to catalog the characteristics of success and failure. He concludes with solid basic truths about avoiding failure and sustaining success. This is must reading for all managers who are dedicated to the search for new foundations for tomorrow's business

From the Ground Up! A Workbook on Coalition Building and Community Development by

Kaye, Gillian and Wolff, Tom (1997)- Coalition building and community development are two powerful interventions to create healthy communities. This helpful workbook is a complete toolbox for effectively building these complex, community-wide processes. It shares field ideas, frameworks, and exercises that have evolved from the authors' work in communities across the country. Renowned authors in the field of community development wrote the chapters for this book, including: David Chavis, Stephen Fawcett, Vince Francisco, David Foster, Gillian Kaye, Beth Rosenthal, and Tom Wolff. Chapter titles include: Barriers to Coalition Building and Strategies to Overcome Them; Involving and Mobilizing the Grassroots; Dealing with Conflict in Coalitions; Community

Assessment: A Key Tool for Mobilization and Involvement; Monitoring and Evaluation of Coalition Activities and Success. Includes hands-on worksheets.

The Collaborative Public Manager: New Ideas for the Twenty-first Century O'Leary, Rosemary and Bingham, Lisa (2009) Today's public managers not only have to function as leaders within their agencies, they must also establish and coordinate multi-organizational networks of other public agencies, private contractors, and the public. This important transformation has been the subject of an explosion of research in recent years. "The Collaborative Public Manager" brings together original contributions by some of today's top public management and public policy scholars who address cutting-edge issues that affect government managers worldwide. State-of-the-art empirical research reveals why and how public managers collaborate and how they motivate others to do the same

Martin Luther King, Jr. On Leadership Inspiration and Wisdom for Challenging Times, Coleman, Harvey (2000) Leadership motivational speaker Donald T. Phillips, who has previously drawn organizational lessons for modern businesses from the careers of Abraham Lincoln and the Founding Fathers, turns to civil-rights leader Martin Luther King Jr. as a role model. A discussion of the Montgomery bus boycott, for example, draws out such principles as "Set goals and create a plan of action" and "Involve the people." More effective as a self-help book for business than as a biography, it does provide a useful introduction to King's life.

Empowering Yourself: The Organizational Game Revealed, Coleman, Harvey (1996) Hard work and good performance only will not guarantee success. Coleman offers detailed "how-to" techniques for professionals interested in upward mobility and for those who just want to better understand "why" certain things happen in their environment.

DialogueSmarts: skills for mastering crucial conversations, Grenny, J., Patterson, K., Mcmillan, R. and Switzer, A. (2002) Seven steps are recommended to master crucial conversations, detailed in the book and toolkit entitled DialogueSmarts. DialogueSmarts: Skills for Mastering Crucial Conversations.

Managing Conflict with your Boss, Sharpe, D. and Johnson, E. (2007) Key aspects of effective ways in dealing with troublesome disputes with supervisor are explained in the book. Conflict is a common problem in every workplace scenario where there are interactions of individuals who have different views, value principles, requirements and behaviors. The fact that the boss has significant power over you and the different perceptions with regard to disagreement situation make this type of conflict management more frustrating experience. The task of managing conflict is one of the key competencies for successful leaders who do not leave interpersonal conflict with their boss or higher management unresolved in order to maintain productive interactions and fruitful relationships within the organization.

Survival of the Savvy: High Integrity Political Tactics for Career and Company Success Brandon, Rick. Seldman, Marty (2004) In this guide to the often slippery realm of office politics, executive coaches Brandon and Seldman champion a politics of "moral means" to "noble ends." However, some of their wisdom has a Machiavellian cast. They recommend avoiding open confrontation with more powerful managers, explain how to network strategically, cite movie

godfather Vito Corleone on the importance of veiling your thoughts and detail procedures for getting to your boss with your side of the story before a rival can bad-mouth you. Much of their advice involves the basics of popularity and tact, like their "Balanced Response" technique for inoffensively quashing colleagues' flawed or incomplete ideas. Image and self-presentation are covered, with bullet points on "power wardrobe," posture, vocal style ("err on the side of speed and slightly revved-up volume") and body language

Fundamental Competencies - These competencies are the foundation for success in each of the Executive Core Qualifications.

Leadership from the Inside Out by Cashman, Kevin (1999) Still framed in seven simple yet profound "mastery areas," this book serves as an integrated coaching experience that helps leaders understand how to harness their authentic, value-creating influence and elevate their impact as individuals, in teams, and in organizations. Cashman demonstrates that his trademark "whole-person" approach--we lead by virtue of who we are--is essential to sustained success in today's talent-starved marketplace and provides a measurable return on investment. For everyone from CEOs to emerging leaders.

Wooden on Leadership by Wooden, John (2005) John Wooden's goal in 41 years of coaching never changed; namely, to get maximum effort and peak performance from each of his players in the manner that best served the team. *Wooden on Leadership* explains step-by-step how he pursued and accomplished this goal. Focusing on Wooden's 12 Lessons in Leadership and his acclaimed Pyramid of Success, it outlines the mental, emotional, and physical qualities essential to building a winning organization, and shows you how to develop the skill, confidence, and competitive fire to "be at your best when your best is needed"--and teach your organization to do the same.

Highest Duty, by Chelsey "Sully" Sullenberger (2009). By now just about everyone has seen the surreal footage of the US Airways plane that glided into the icy waters of the Hudson River in New York City last January in an emergency landing. We saw the passengers standing on the wings of the plane – knee deep in water – waiting to be pulled into the boats that immediately converged on the scene. It's hard not to imagine what it must've been like for the passengers on that plane. Harder still would be to imagine what it was like to be the man at the controls of that plane.

In his book *Highest Duty*, Chesley 'Sully' Sullenberger, the pilot of US Airways flight 1549, details not only the events of that unforgettable day, but he also reveals the inner workings of his life: where he comes from, his military background, and the important people, places, and events that have shaped him. Sully has a very strong work ethic and has always pushed himself to achieve excellence in every endeavor.

As a Man Thinketh, by James Allen (1913). Don't be fooled by the date of publication. This is a timeless classic with exceptional relevance to all seeking clarification and understanding of their life purpose and a person's ability to directly influence and impact their progression or lack thereof. This text is widely available through many outlets."As a man thinketh in his heart, so is he". The sum of a man's thoughts are his character. His character influences the conditions and circumstances of his life. Every action springs forth first from thought – even actions considered to be spontaneous and unpremeditated. Act is the blossom of thought, and joy and suffering are its fruit.

Gold and diamonds are found only by much searching and mining. Similarly, a man must dig deep in the mine of his soul to find every truth connected with his being. A man must watch, control and alter his thoughts – tracing their effect on himself, others, and his life and circumstances. In doing so he will prove to himself that he is maker of his own character, life and destiny.

Endurance: Shackleton's Incredible Voyage, by Alfred Lansing (1999). This book illustrates the challenge of right versus wrong. The storyline is set in 1914 and is about how Ernest Shackleton saved the members of an Antarctic expedition.

The Sweet Hereafter, by Russell Banks (1997). Set in contemporary America, the theme of this book may discussions on reasoning from personal perspective. The storyline is on how four individuals respond in the aftermath of a school bus accident.

The Secret Sharer, by Joseph Conrad (1999). Set in the 1890's, off the coast of Siam. The theme is about earning legitimacy and the story is about a new captain's struggle to establish himself in his first command.

Truman and the Bomb, by Robert H. Ferrell (1996). Set in Japan during World War II. The theme is on the balance of benefits and harms. This book is about U.S. president Harry Truman's decision to use the atomic bomb and its consequences.

Personal History, by Katherine Graham (2002). Set in 1970's America. The theme is taking a stand and this book is about the leadership of Washington Post publisher Katherine Graham during the investigations of the Pentagon Papers and Watergate.

American Ground: Unbuilding the World Trade Center, by William Langwiesche (2003). The theme is assuming leadership and the story line is about how a small group of city bureaucrats and engineers came to manage the "unbuilding" of the World Trade Center.

The 108 Skills of Natural Born Leaders, Blank, W (2001): Business consultant Blank (The 9 Natural Laws of Leadership) doesn't believe in natural born leaders; rather, everyone can learn leadership skills, he says. After helping readers assess their abilities, he briefs them on 108 crucial skills. Some are clever and helpful, like "Work like Walton: Talk to Everybody." But many simply repeat jargon (e.g., "Reframe to Motivate"). Possibly useful to new managers, this book will disappoint old hands.

The 21 Irrefutable Laws of Leadership by Maxwell, John (1998) Internationally recognized leadership expert, speaker, and author John C. Maxwell has taken this million-seller and made it even better:

- Every Law of Leadership has been sharpened and updated
- Seventeen new leadership stories are included
- Two new Laws of Leadership are introduced
- New evaluation tool will reveal your leadership strengths-and weaknesses
- New application exercises in every chapter will help you grow

Appendix of Washington DC Area Programs

ECQ1: Leading Change
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Office of Personnel Management
University of Richmond
University of Virginia
ECQ2: Leading People
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George Washington University
The Graduate School
Office of Personnel Management
University of Richmond
University of Virginia
ECQ3: Results Driven
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The Graduate School
University of Maryland College Park
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University of Richmond
University of Virginia
ECQ4: Business Acumen
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