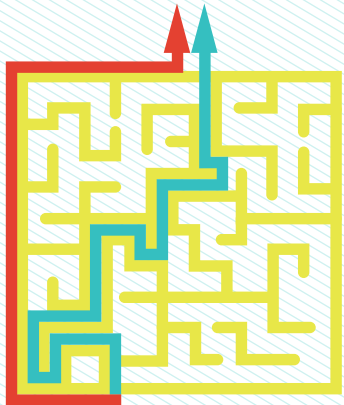


EMERGING LEADER CERTIFICATE PROGRAM

WHY CLIMB THE LADDER WHEN YOU CAN TAKE THE ELEVATOR?



Today's leaders are expected to retain high potential employees and build bench strength for the future. It can take up to 10 years to develop a top-performing mid-level leader into a successful executive. The Emerging Leader program is designed to be a catalyst in this process.

Combining 20 days of leadership and business skill training, multiple assessments, executive coaching and formal mentoring, this program delivers measurable

improvements in your leadership effectiveness – transforming high potential individuals into top performing leaders.

Led by local, regional and national thought leaders, and top professors from the University of Dayton's School of Business Administration, the Emerging Leader Certificate Program helps attendees transition to higher level leadership roles seamlessly, confidentially and successfully.

THE BENEFITS

- Broad-based training on critical topics, including: executive communication, legal and ethical issues in the workplace, coaching for performance, leading change, finance, operations management, marketing and many more.
- A strong professional network across industries with other rising leaders, relationships you can leverage for a lifetime.
- A comprehensive 360° assessment of your leadership strengths/opportunities and feedback, as well as mentoring and coaching to support your growth and development as a leader.
- The opportunity to attend two Executive Development programs at no additional cost in the 12 months following your graduation from the program.





Applying the content of the Emerging Leader Program gave me the principles and the tools I needed to be an effective leader and manager of my business.



ABRAHAM KATAMPE
Iya Technologies Labs, President & CEO



The Emerging Leader program provided training and skill development that I use as my career advances. I have used those lessons time and again. I would recommend this program to anyone, as the skills learned have really helped me.



ROLAND GORDON
WinWholesale, Chief Financial Officer



TESTIMONIALS



STEWART CAMPBELL
GE Aviation, Sr. Value Process Engineer



The Emerging Leader program was a true "game changer" for me and my career. I had the opportunity to talk with and learn from high caliber leadership experts. The Emerging Leader Program provided the tools I needed to be an effective leader and changed the way I think.



KELLY GEERS
Dayton Development Coalition,
Government Relations Analyst



The Emerging Leader Program helped me develop the skills and the confidence to take my career to the next level. The top-notch instructors helped us explore a variety of business and leadership tools that I was able to immediately incorporate into my professional life. I left every class energized and ready to take on new challenges.



EMERGING LEADER PROGRAM

2013 PROGRAM CALENDAR

Date	Course	Instructor
1/24	Orientation: Using Personality Type & Styles to Foster Leadership	Roger Fortman Fortman & Associates
1/30	(AM) Executive Communication: Gaining the Advantage Through Professional Presence	Jill Haney JH Image Consulting
	(PM) Executive Communication: Communicating at the Executive Level	Patricia Pierce PJ Communications
2/6	Mentor Training	Brent Kondritz University of Dayton
2/27	Legal & Ethical Issues in the Workplace	Terence Lau University of Dayton
3/21	Coaching for Performance	Matt Becker Authentic Excellence
	(AM) Leadership that Builds Community: How To Be Effective Leading Outside Your Own Organization	Dick Ferguson University of Dayton
4/16	(PM) Time Management	Lori Tingle Performance Essentials, LLC
5/16	Leadership Authenticity: 10 Truths About Leadership	Peter Luongo Retired CEO of The Berry Company

Date	Course	Instructor
6/6	Executive Effectiveness: Key Strategies for Increasing Engagement	Lisa Beutel University of Dayton
6/18	Learn, Lead & Serve	Brent Kondritz University of Dayton
7/16-18	The Leadership Challenge	Steve Houchin International Leadership Associates
8/29	Leading Change	Rod Goelz Conner Partners
9/19	Accounting Fundamentals: Finance for Non-Financial Managers I	Joe Castellano University of Dayton
10/10	Finance for Non-Financial Managers II	Leslie Douglas University of Dayton
10/23	Operations Management	Mike Gorman University of Dayton
11/7	Marketing Essentials	Irene Dickey University of Dayton
11/19	Strategic Management	John Gentner University of Dayton
12/4-5	Business Simulation	Jim Norris Celemi CSP

Find detailed program descriptions at leadership.udayton.edu

EMERGING LEADER PROGRAM

WHICH SKILLS MAKE YOUR LEADERS GREAT?

Developing potential leaders can take a long time, unless you know exactly what you need out of those leaders and enroll them in programs built around those needs. This chart will help you do just that.

■ PDI ninth House executive competencies addressed in CLED programs
■ Addressed with on-the-job experience

Date	EMERGING LEADER	THINKING				LEADERSHIP				STRATEGIC MANAGEMENT		INTER-PERSONAL		COMMUNICATION		MOTIVATION		SELF MANAGEMENT			BREADTH & DEPTH		
		Seasoned Judgment	Visionary Thinking	Financial Acumen	Global Perspective	Attracting and Developing Talent	Empowering Others	Influencing and Negotiating	Leadership Versatility	Shaping Strategy	Driving Execution	Building Organization Relationship	Inspiring Trust	Fostering Open Dialogue	High Impact Delivery	Drive for Stakeholder Success	Entrepreneurial Risk Taking	Mature Confidence	Adaptability	Career And Self-Direction	Business Situation Versatility	Cross-Functional Capability	Industry Knowledge
1/24	Orientation: Using Personality Type & Styles to Foster Leadership																						
1/30	Executive Communication: Gaining the Advantage Through Professional Presence																						
1/30	Executive Communication: Communicating at the Executive Level																						
2/6	Mentor Training																						
2/27	Legal & Ethical Issues in the Workplace																						
3/21	Coaching for Performance																						
4/16	Leadership That Builds Community: How to Be Effective Leading Outside Your Own Organization																						
4/16	Time Management																						
5/16	Leadership Authenticity: 10 Truths About Leadership																						
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10/23	Operations Management																						
11/7	Marketing Essentials																						
11/19	Strategic Management																						
12/4-5	Business Simulation																						

EMERGING LEADER CERTIFICATE PROGRAM

JANUARY 24, 2013

8:30 AM–4:30 PM

COMPLETE CERTIFICATE \$12,000

ORIENTATION: USING PERSONALITY TYPE & STYLES TO FOSTER LEADERSHIP

This program introduces participants to the Emerging Leader program and lays the foundation for a yearlong commitment to leadership development. The morning session features an overview of the Emerging Leader program, including the program guidelines, curriculum, assessments, mentoring and coaching.

Then, leaders will spend time learning about personality types and styles as well as assess their own preferred types. In order for a leader to maximize their own performance and their teams performance, they must have a solid understanding of who they are as a leader.

Emerging Leaders will leave this session with a better understanding of how to leverage their preferred styles to become more effective leaders, to communicate more effectively with others and to leverage various types and styles to build top performing teams.

THIS PROGRAM WILL HELP LEADERS:

- Receive an overview of the Emerging Leader program and make a commitment to your leadership development.
- Assess your preferred personality type and identify the strengths and pitfalls of that type.
- Learn how to interact more effectively with someone whose type preferences are opposite of your own.
- Increase your leadership effectiveness by understanding how your personality style affects your leadership behavior.



Roger Fortman

Roger Fortman has been a consultant, trainer and executive coach for the past 20 years, working with organizations across the United States and in Sweden. He provides training and consultation in strategic planning, leadership development, change and culture management, team building, generations, diversity, behavioral interviewing, and conflict and stress management.

Roger is a qualified/certified trainer in Achieve/Global (Zenger Miller), DDI including Targeted Selection, DISC Indra and Myers-Briggs Personality Types. He is also a national executive coach for the National Hospice and Palliative Care Organization. Roger has taught at the University of Dayton and Wright State University.

EMERGING LEADER CERTIFICATE PROGRAM

JANUARY 30, 2013

8:30 PM–1:00 PM

COMPLETE CERTIFICATE \$12,000

THIS SESSION (PARTNERS ONLY) \$580

EXECUTIVE COMMUNICATION: GAINING THE ADVANTAGE THROUGH PROFESSIONAL PRESENCE

Can an improper interaction cost you a client or your opportunity to advance? Absolutely. Your professional presence can be the difference between you signing that big deal, keeping a long term client and/or impacting your next move in the organization.

This program is packed full of the most up-to-date business trends as it pertains to the things that will make a big difference in your career: image, communication, dress and etiquette.

Learn tips to set you apart from your competition. This program focuses on the importance of first impressions, how image influences perception, non-verbal communication, business technology of today and the finer points of professional dining.

THIS PROGRAM WILL HELP LEADERS:

- Discover the power of first impressions and techniques for making a positive, lasting impression.
- Understand the importance of non-verbal communication and how to modify body language to send your message with confidence, conviction and professionalism.
- Use the electronic media of today to impact business and customer relations in a positive manner.
- Apply tips for gaining a competitive edge during business meals and making entertaining customers and business colleagues a natural part of the relationship.



Jill Haney

Jill Haney, founder of JH Image Consulting, provides corporations and their employees with consultation and training on appearance, behavior, etiquette and communication that give those employees self-confidence, commanding presence and credibility. Jill is a certified image consultant with the Association of Image Consultants International (AICI). Jill has worked with major clients such as Procter & Gamble, Johnson & Johnson, Fifth Third Bank and General Cable Corporation to deliver customized solutions and training to address image.

Jill authors a weekly column in the business section of the Cincinnati Enquirer called Image Rules that addresses a wide range of image related issues. She has also been featured on TV and radio programs, including Cincinnati's ABC affiliate WCPO and WKRC Q-102 FM.

EMERGING LEADER CERTIFICATE PROGRAM

JANUARY 30, 2013

1:00 PM–4:30 PM

COMPLETE CERTIFICATE \$12,000

THIS SESSION (PARTNERS ONLY) \$580

EXECUTIVE COMMUNICATION: COMMUNICATING AT THE EXEC LEVEL

At work, there are many opportunities to lead and communicate, whether as a formal supervisor, team leader, committee chairperson or informal group leader. This program has been designed to cover that critical topic of presentation.

Think about some of the greatest leaders of the past...the one thing those leaders had in common was the ability to communicate their message. In order to truly inspire others within your organization, it is critical to master this critical component of being a leader.

This workshop will help you by giving you the needed tools to be the presenter others will be inspired by and follow.

THIS PROGRAM WILL HELP LEADERS:

- Learn about communication thinking styles and how they affect others and to over-communicate for success.
- Discover how to present information to senior, technical, and sales audiences, and how to maintain extemporaneous expertise, and how to be effective managers of the Q&A.
- Learn to use assertive communication behaviors and listening skills to improve communication.



Patricia Pierce

Patricia Pierce has a unique background, combining both academics and business experiences. She received a B.A. in English/French from DePauw University and her Ph.D. and M.A. in education and communication from the University of Akron.

In addition to teaching at Miami University, Ashland University, the University of Dayton and Sinclair Community College, Dr. Pierce worked for NCR in various roles including training, curriculum design, public relations and marketing, and was the executive director of the foundation at St. Leonard's.

EMERGING LEADER CERTIFICATE PROGRAM

FEBRUARY 6, 2013

8:30 AM–12:00PM

COMPLETE CERTIFICATE \$12,000

MENTOR TRAINING

This session offers critical training for both Emerging Leaders and mentors to help start the mentoring relationship on the right track. Emerging Leaders and their mentors attend this session together and leave with a better understanding of what formal mentoring truly entails.

Mentors will also gain an overview on the Emerging Leader program, what programs their mentee will participate in and how they can provide the needed support over a 12-month period to assist in their mentees growth and development.

Using a unique process that identifies and leverages preferred styles of mentoring, we help you clearly define your unique mentoring relationship. Emerging Leaders and mentors collaboratively outline the expectations and guidelines for how to best work together during the next year to foster the development of both Emerging Leaders and mentors.

THIS PROGRAM WILL HELP LEADERS:

- Recognize the differences between formal and informal mentoring.
- Assess your preferred mentoring styles and the styles of your partner.
- Understand and practice four different styles of mentoring and their uses.
- Identify a clear plan of action and objectives to achieve during your time together.



Brent Kondritz

Brent Kondritz is the Assistant Director and Program Manager of the University of Dayton Center for Leadership & Executive Development. Prior to joining the University of Dayton CLED team in 2010, he held the following positions: corporate trainer, manager of training and development, senior HR manager, director of sales and operations, and director of strategy within Sprint, BellSouth/AT&T and The Berry Company. He is also a certified trainer/practitioner in assessments, leadership and lean practices.

Kondritz received his B.S. in marketing and minor in psychology from Eastern Illinois University and his MBA from the University of Nebraska at Kearney.

EMERGING LEADER CERTIFICATE PROGRAM

FEBRUARY 27, 2013

8:30 AM–4:30 PM

COMPLETE CERTIFICATE \$12,000

THIS SESSION (PARTNERS ONLY) \$580

LEGAL & ETHICAL ISSUES IN THE WORKPLACE

How often have we turned on the television or checked out a news website to see the cover story pertain to inappropriate behavior by an organizations leader? The answer is probably too many...

The legal and regulatory environment of business continues to evolve with new complexities and challenges for leaders. State and federal laws on employment discrimination, the protection of intellectual property, safety and product liability, anti-competitive behavior, and corporate integrity and ethics continue to provide traps for the unwary.

This program focuses on the critical substantive knowledge every leader should possess to identify these legal and ethical issues when they arise and improve the company's exposure to legal liability.

Topics include: employment law, intellectual property, white-collar criminal law and antitrust law.

THIS PROGRAM WILL HELP LEADERS:

- Understand the relevant federal and state laws that leaders are most likely to encounter in day-to-day business transactions.
- Identify appropriate managerial responses to issues that present potential legal liability to the enterprise.
- Develop issue identification skills to recognize the limits of legal self-diagnosis.
- Grasp the public policy behind laws that affect businesses.



Terence Lau

Terence Lau is an Associate Professor at the University of Dayton in the Department of Management and Marketing. Dr. Lau's industry experience includes serving as in-house counsel to Ford Motor Company in Detroit, London and Bangkok, where he advised the company on transactional, regulatory and distribution matters.

Dr. Lau's work has been published in American Business Law Journal, Notre Dame Journal of Law, Ethics & Public Policy, and Valparaiso University Law Review, among others. He served as a Supreme Court Fellow for the United States in 2006-2007, working in the Office of the Counselor to the Chief Justice.

He is currently the Director for the International Business program at the University of Dayton, managing the curriculum, developing new study abroad experiences and managing the School of Business Administration's international partnerships.

EMERGING LEADER CERTIFICATE PROGRAM

MARCH 21, 2013
8:30 AM–4:30 PM

COMPLETE CERTIFICATE \$12,000
THIS SESSION (PARTNERS ONLY) \$580

COACHING FOR PERFORMANCE

Coaching for Performance is designed to enhance a leader's management skills and prepare them for the changing demands of today's global marketplace.

This program is an interactive, straightforward, developmental session combining training, skill evaluation, coaching, group activities and strategic visioning.

Participants will evaluate where we've come in our approach to coaching and where we must go as managers to not only survive but to thrive and truly maximize the potential of our employees and corporations.

You will learn how you, your team and your organization can benefit when you master the skills of coaching.

THIS PROGRAM WILL HELP LEADERS:

- Define the roles, responsibilities and impacts of the leader today relative to the leader of yesterday.
- Assess your current approach and leadership coaching skills.
- Recognize your potential and contribution as a leader.
- Use coaching as a powerful leadership tool.



Matt Becker

Matt Becker is the owner of Authentic Excellence, LLC, a career and life coaching business and is an Associate Certified Coach through the International Coaching Federation. He has 10 years of experience in the field of human resource development working in both the private and public sector, with a specialty in leadership development, interpersonal skills development, coaching, mentoring and team building.

Matt has a B.A. in political science from John Carroll University and a M.Ed. from Xavier University. As a coach, he is passionate about helping clients clarify their values and natural strengths in order to design a fulfilling career and/or life. His ability to listen intently, ask powerful questions and see the possibilities others may not have thought of are what makes him a successful coach.

EMERGING LEADER CERTIFICATE PROGRAM

APRIL 16, 2013
8:30 AM–12:00 PM

COMPLETE CERTIFICATE \$12,000

LEADERSHIP THAT BUILDS COMMUNITY: HOW TO BE EFFECTIVE LEADING OUTSIDE YOUR OWN ORGANIZATION

This session will explore principles and techniques of community leadership. It is not the same as organizational leadership, but most organizational leaders are asked to bring their gifts and the resources of their organizations to the work of building and strengthening communities.

The session will include: an overview of the leadership challenges in building communities, an introduction to five successful approaches to leading in community and examples from the Fitz Center for Leadership in Community at the University of Dayton.

This program then concludes with identifying service projects, which Emerging Leaders will champion to make a difference in the local community.

THIS PROGRAM WILL HELP LEADERS:

- Identify challenges of community leadership – especially when leading without authority.
- Incorporate different insights and leadership styles in their work in the community as volunteers or task force members.
- Appreciate the leadership excellence of area nonprofit executives and board members.



Dick Ferguson

Dick Ferguson was named Executive Director of the Fitz Center for Leadership in Community in 2001. In the community, Dick currently serves on the Advisory Board of the Montgomery County Community Action Partnership, Phoenix Project Board of Directors and Investment Committee, Daybreak Runaway Shelter Board of Trustees, and Good Samaritan Hospital and Samaritan Health Partners Boards of Trustees. He also co-directs Dayton's Neighborhood School Centers Initiative.

Dick is a 1973 graduate of the University of Dayton (B.A. in English) and a 1993 graduate of The Ohio State University School of Public Policy and Management (M.A. in public policy). Both Dick and his wife, Susan, are recipients of the Lackner Award for their staff contributions to the Marianist character of the University of Dayton.

EMERGING LEADER CERTIFICATE PROGRAM

APRIL 16, 2013
1:00 PM–4:30 PM

COMPLETE CERTIFICATE \$12,000
THIS SESSION (PARTNERS ONLY) \$580

TIME MANAGEMENT & PERSONAL PRODUCTIVITY

As leaders advance in the organization, one of the things they quickly realize is the way they manage their time is in direct correlation with how successful they, along with their team, will perform. While this is easier said than done, many times individuals that have performed at a high level struggle in transitioning to an advanced position in which they must delegate tasks, prioritize critical initiatives, and effectively manage relationships.

Learning how to invest your time wisely is a critical skill in the workplace, but it is one in which we do not spend a great deal of time trying to learn or master. How you do it, when you do it, and why you do it can play a big role in how effective you are as a leader. This program will answer those questions and give you tactics that can be applied when you return to your organization.

Those attending this program will be exposed to some valuable tools that will help create an immediate impact in time management and personal productivity. Juggling priorities, managing relationships, saying “no”, and delegating effectively are just a few of the topics addressed in this half-day, interactive workshop.

THIS PROGRAM WILL HELP LEADERS:

- Plan and prioritize your work using proven goal-setting and scheduling techniques
- Use proper delegation and follow-up techniques while avoiding common pitfalls
- Build successful relationships with your boss, peers, and direct reports without allowing others to put too many demands on your schedule and still be viewed as a team player



Lori Tingle

Lori Tingle is a results-oriented coach and facilitator, specializing in such skill development as communication, building relationships, conflict resolution, organization and personal productivity. She has over 15 years of training experience to go along with 3 years of coaching experience.

Lori's primary goal is to help learners improve their performance by empowering them to put their insights into action. Whether coaching or facilitating, she focuses on growth as well as a structure to sustain the growth. Lori is a graduate of Georgetown College and Coach University. She also is certified in the Myers-Briggs Type Indicator® (MBTI®) along with experience in DISC®, Thomas-Kilmann Conflict Mode Inventory, and Personal Productivity.

EMERGING LEADER CERTIFICATE PROGRAM

MAY 16, 2013
8:30 AM–4:30 PM

COMPLETE CERTIFICATE \$12,000
THIS SESSION (PARTNERS ONLY) \$580

LEADERSHIP AUTHENTICITY: 10 TRUTHS ABOUT LEADERSHIP

Company leaders can cite hundreds of reasons why they aren't successful, from a weak economy to stiff competition. Everyone has an excuse.

This program gives you answers. Developed by Peter Luongo, former CEO of The Berry Company, this program presents a behavior-driven model for high performance that focuses on hiring great people, a commitment to support them, well-defined expectations, effective feedback and acceptance of total accountability for individual performance.

He shares his insights and experiences as a true leader, as well as his "10 Truths" that provide solutions to problems leaders face every day.

THIS PROGRAM WILL HELP LEADERS:

- Create a powerful organization that is capable of top performance.
- Embrace accountability for individual performance without fear.
- Understand the role of a leader, as told from the perspective of a former CEO.



Peter Luongo

Peter Luongo retired as President and CEO of The Berry Company in August 2003. His career at The Berry Company spanned more than 33 years. During his last nine years with the company, Peter was instrumental in guiding Berry through a period of record sales growth, numerous contract acquisitions, and the perpetuation of the nearly 100-year-old company as an industry leader and "a great place to work."

Since retirement, Peter has dedicated himself to sharing this unique approach with audiences all over the world. His powerful message transcends business transformation, emerging technology, product innovation, corporate vision statements and strategic imperatives. Peter shares with his audience how his behavior-driven model not only ensures long-term growth, but also creates an environment where employees feel valued, respected and part of something special.

EMERGING LEADER CERTIFICATE PROGRAM

JUNE 6, 2013
8:30 AM–4:30 PM

COMPLETE CERTIFICATE \$12,000
THIS SESSION (PARTNERS ONLY) \$580

EXECUTIVE EFFECTIVENESS: KEY STRATEGIES FOR INCREASING ENGAGEMENT

Corporate America is facing an energy crisis. Crushing workloads, a 24/7 economy and ever increasing expectations require that leaders skillfully access high energy levels whenever and wherever the work experience demands it. Effectively managing energy requires training like an elite Corporate Athlete®.

To increase capacity for performing under pressure, leaders must train strategically to improve their ability to expend and recover energy more efficiently and effectively. This interactive program will help you outline a plan to manage your energy, increase your productivity and maximize performance in the areas of your life where it matters most.

THIS PROGRAM WILL HELP LEADERS:

- Maximize performance and increase productivity in all aspects of business and personal life.
- Acquire the comprehensive energy management skills required to make energy investments in any area of life.
- Balance energy expenditure with intermittent energy renewal by utilizing nutrition and movement strategies.



Lisa Beutel

Lisa Beutel is the Director of the Center for Leadership & Executive Development. She initially came to the University of Dayton for the role of Sports Marketing Manager, and after a two-year stint at a marketing and advertising firm, joined the CLED team in 2001.

She is certified in a number of leadership assessment instruments, including the Myers Briggs Type Instrument, Mentoring Style Indicator, Personnel Decisions International executive assessments' and the Lominger Architect Suite assessments. Beutel is certified by the Human Performance Institute as a facilitator of The Power of Full Engagement program.

She received a B.A. in political science from North Carolina State University, an M.A. in education from the University of Akron and is currently a doctoral candidate in educational leadership at the University of Dayton.

EMERGING LEADER CERTIFICATE PROGRAM

JUNE 18, 2013
8:30 AM–4:30 PM

COMPLETE CERTIFICATE \$12,000

LEARN, LEAD & SERVE

A leader's responsibility to make a difference extends beyond their professional life and into their community.

This program will build upon "Leadership that Builds Community: How to be Effective Leading Outside Your Own Organization," by exploring opportunities for leaders to demonstrate their leadership abilities in their communities. In addition to spending some time exploring some of the similarities and differences in leading a community organization versus leading in a professional environment, the group will collectively decide upon a community organization or service to support.

Emerging Leaders will spend one day not only putting these newly honed leadership skills to work but also serving the Dayton community and making a difference.

THIS PROGRAM WILL HELP LEADERS:

- Better understand the similarities and differences between leading in a professional environment and leading in the community.
- Put leadership skills to work while making a difference in the community.
- Explore your personal commitment to leadership and community service, and evaluate its importance to you.



Brent Kondritz

Brent Kondritz is the Assistant Director and Program Manager of the University of Dayton's Center for Leadership & Executive Development. Prior to joining the University of Dayton CLED team, Kondritz held the following positions: corporate trainer, manager of training and development, senior HR manager, director of sales and operations, and director of strategy within Sprint, BellSouth/AT&T and The Berry Company. He is also a certified trainer/practitioner in assessments, leadership and lean practices.

Kondritz received his B.S. in marketing and minor in psychology from Eastern Illinois University and his MBA from the University of Nebraska at Kearney.

EMERGING LEADER CERTIFICATE PROGRAM

JULY 16-18, 2013
8:30 AM–4:30 PM

COMPLETE CERTIFICATE \$12,000
THIS SESSION (PARTNERS ONLY) \$580 PER DAY

THE LEADERSHIP CHALLENGE

Today's – and tomorrow's – most successful companies are creatively adapting to unceasing change and uncertainty by encouraging leadership at every level of the organization. The new competitive requirements – quality, innovation, customer responsiveness and flexibility – demand an organization filled with people taking the lead in improving processes collaborating on products and responding appropriately to ever-changing markets. Managers, while struggling to get better results with fewer people and resources, are realizing that full participation is not “good;” it is critical.

Only the concerted and enthusiastic efforts of everyone will give us the edge we need. This is the challenge addressed by “The Leadership Challenge.” This program is based on the award-winning book *The Leadership Challenge* and the acclaimed management workshop based on its research.

Participants discover how they have shown leadership in the past to meet business and personal challenges, allowing them to gain the confidence and skill to increase their use of the Five Practices of Exemplary Leaders on the job. Your eyes will be opened by the group discussions and activities that take place in this program.

THIS PROGRAM WILL HELP LEADERS:

- Recognize how leadership is key to their ability to succeed in challenging situations.
- Identify their leadership strengths and areas for improvement.
- Understand and implement the Five Practices of Exemplary Leaders on the job: model the way, inspire a shared vision, challenge the process, enable others and encourage the heart.



Steve Houchin

Steve Houchin is passionate about helping individuals and teams discover the power of leadership. A dynamic, engaging facilitator, he works to develop leadership in senior executives, mid-level managers and front line supervisors.

At the Kroger Company for 18 years, he held various positions including the role of divisional human resources director, in which he was a key member of the executive team responsible for the P&L success of 90 retail stores, warehouse and transportation fleet. Steve also served as Kroger's corporate director of management education and development.

Steve earned a Bachelor of Science from The Ohio State University and completed graduate studies at Central Michigan University. His love for teaching and modeling leadership behaviors inspires participants to grow personally and professionally and impact the success of their organizations.

EMERGING LEADER CERTIFICATE PROGRAM

AUGUST 29, 2013
8:30 AM–4:30 PM

COMPLETE CERTIFICATE \$12,000
THIS SESSION (PARTNERS ONLY) \$580

LEADING CHANGE

This program provides a framework to help the Emerging Leader navigate through the challenges posed by today's dynamic business environments. The hard fact is that most major change initiatives do not deliver as promised – the good news is that we know why. We will explore what those who lead others in the midst of major change can do to drastically increase their likelihood of success.

By the end of this session leaders will have a greater understanding of the human dynamics that inhibit – or contribute to – organizational transition from two perspectives:

1. What we can do to increase the speed and efficiency with which we, personally, move through change.
2. What we, as leaders, can do to enable those around us in moving successfully through change.

THIS PROGRAM WILL HELP LEADERS:

- Increase their skill in approaching change in your organization in order to deliver on the desired outcome.
- Enhance their own personal resilience to change so that they can manage and lead others in the organization.
- Explore the often overlooked prerequisites to fostering human commitment to change.
- Better enable self and others in moving effectively through the change processes.



Rod Goelz

Rod Goelz is a Senior Executive with Conner Partners, a leading Change Execution firm. He has facilitated change execution across a wide range of clients from the Fortune 50 to local governments. He has a track record of driving results while also transferring capability, thus helping clients successfully navigate immediate strategic change and leaving them better equipped for future change execution.

As the leader of Conner Partners Knowledge Transfer practice, Rod mixes humor and high energy with over 20 years of experience and a strong application focus to create powerful, high value leadership development experience.

EMERGING LEADER CERTIFICATE PROGRAM

SEPTEMBER 19, 2013

8:30 AM–2:00 PM

COMPLETE CERTIFICATE \$12,000

THIS SESSION (PARTNERS ONLY) \$580

ACCOUNTING FUNDAMENTALS: FINANCE FOR NON-FINANCIAL MANAGERS I

Income statements, balance sheets, credits and debits, oh my! This program will serve as an accounting primer for those with little or no financial background, or a refresher for those who have been away from Accounting 101.

A firm's Balance Sheet, Income Statement and Statement of Cash Flows provide the users of these statements with important information about the firm's financial position, results of operations and cash flows. However, each of these statements is prepared in accordance with generally accepted accounting principles.

Leaders will learn how to understand a firm's financial statements, including how each of these statements are prepared in accordance with generally accepted accounting principles and how these statements provide crucial information about the firm. This basic understanding will also help leaders measure financial performance, critically assess information and make more effective business decisions.

Finally, leaders will leave this session feeling more prepared to explore the financial concepts presented in the Finance for Non-Financial Managers II program.

THIS PROGRAM WILL HELP LEADERS:

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



Joe Castellano

Joe Castellano is a full-time Professor of Accounting at the University of Dayton. He teaches both required and elective courses in both the undergraduate and MBA programs.

Prior to coming to the University in 1999, he was Professor of Accounting and former Dean of the College of Business at Wright State University. He has extensive consulting experience, has served on corporate boards and has developed numerous continuing education programs for Fortune 500 companies and banks. He is also a facilitator for Aileron.

EMERGING LEADER CERTIFICATE PROGRAM

OCTOBER 10, 2013

8:30 AM–4:30 PM

COMPLETE CERTIFICATE \$12,000

THIS SESSION (PARTNERS ONLY) \$580

FINANCE FOR NON-FINANCIAL MANAGERS II

Whether you work in a corporate, non-profit or government organization, your understanding of key financial indicators will enhance your overall effectiveness as a business leader, investor and general consumer. This program outlines the fundamental concepts of corporate finance and financial management.

Using a case-study approach, this session focuses on understanding key financial indicators, and gives insight into both the causes and the consequences of weak financial performance. Having an understanding of these concepts will allow you to be better prepared to lead your organization from a financial perspective.

Participants leave with a heightened understanding of the financial environment, measures of financial health and decision-making models, and derive a greater awareness of the various stakeholder relationships that are at issue in organizations.

THIS PROGRAM WILL HELP LEADERS:

- Provide an introduction to the fundamental concepts of corporate finance and financial management.
- Explain how a firm's stock is valued using the discounted free cash flow approach.
- Interpret and use financial statements and financial ratios.
- Understand the impact of value drivers on a firm's valuation.



Leslie Douglas

Leslie Douglas is a full-time lecturer in finance at the University of Dayton. She teaches introductory finance as well as corporate finance electives in both the undergraduate and MBA programs.

Prior to joining the University in 2002, she worked in industry for 15 years, principally in the areas of corporate treasury and finance, and investor relations.

Douglas has an undergraduate degree in business administration from The Ohio State University and an MBA from Harvard Business School.

EMERGING LEADER CERTIFICATE PROGRAM

OCTOBER 23, 2013

8:30 AM–4:30 PM

COMPLETE CERTIFICATE \$12,000

THIS SESSION (PARTNERS ONLY) \$580

OPERATIONS MANAGEMENT

Operations Management encompasses functional roles and competencies critical to designing the right products and services, and designing, managing and improving the business processes and supply chain to efficiently and effectively serve customers. The workshop focuses on the strategies and techniques of business processes and supply chain management for ensuring superior operational and overall business performance.

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

THIS PROGRAM WILL HELP LEADERS:

- Understand the implications of operations strategies for the design of products and services, and for the design and management of business processes in creating these products.
- Recognize the business process perspective of operations design and improvement.
- Appreciate the utility of operations and business process planning and improvement competencies for superior overall business performance.
- Gain insights into some important considerations in effective logistics and supply chain management.



Mike Gorman

Mike Gorman is an Associate Professor at the University of Dayton in the Department of MIS, OM and DSC. Dr. Gorman has 10 years of experience in the rail industry at BNSF Railway and regularly consults for both shippers and carriers in transportation and logistics issues. Gorman's work has been published in Manufacturing and Services Operations Management, Annals of OR, Interfaces, Applied Economics and Transportation Quarterly, among others. He was a finalist in INFORMS' Daniel Wagner Competition for Applied Research in 2005. He is a referee for numerous peer-reviewed journals. Gorman has five years of service in INFORMS Rail Applications Special interest group, including Chair. He is currently the Treasurer of the Cincinnati-Dayton local chapter of INFORMS.

EMERGING LEADER CERTIFICATE PROGRAM

NOVEMBER 7, 2013

8:30 AM–4:30 PM

COMPLETE CERTIFICATE \$12,000

THIS SESSION (PARTNERS ONLY) \$580

MARKETING ESSENTIALS

This program highlights the essential elements of successful marketing strategies, so that business leaders can leverage marketing to achieve competitive advantage. Using case studies and small group discussion, participants conduct market and customer analyses of an organization to identify competitive advantages and core competencies, and generate ideas to increase sales and profits.

Participants will learn to analyze markets, competitors, environments and customers. Additionally, they will explore potential strategies to capitalize on an organization's strategic assets and take advantage of competitive opportunities.

This interactive program will also help leaders learn the most effective ways to respond to the marketing challenges that organizations face today.

THIS PROGRAM WILL HELP LEADERS:

- Understand the meaning of a market orientation and the relationship of marketing with other functional areas of the firm.
- Learn about the basic marketing mix elements and how tactical decisions regarding these elements relate to marketing strategy.
- Apply basic marketing strategies and decision models.
- Use and understand the scope of a complete marketing plan.



Irene Dickey

Irene Dickey received her undergraduate degree in management and marketing from the University of Dayton. After graduation, she received her MBA in finance from Wright State University.

Currently, Irene is a professor of marketing in the University of Dayton's School of Business Administration. Irene has also published and presented numerous occasions on the topic of marketing, especially Internet & eMarketing.

EMERGING LEADER CERTIFICATE PROGRAM

NOVEMBER 19, 2013

8:30 AM–4:30 PM

COMPLETE CERTIFICATE \$12,000

THIS SESSION (PARTNERS ONLY) \$580

STRATEGIC MANAGEMENT

Why do some businesses succeed while others in the same industry fail? What is it that separates industry-leading firms from also-rans? Sometimes the answer to these questions is obvious, while at other times, it's more obscure and difficult to define.

In today's rapidly changing business environment, business leaders must be proactive, anticipate the unexpected and continually refine their firm's strategy in order to remain successful. This session is designed to give Emerging Leaders the analysis tools and thought processes needed to help an organization achieve profitable, sustainable growth.

Attendees complete a case analysis in advance of the session, which serves as a basis for discussion. Participants learn to identify key industry success factors, determine a firm's core competencies and build strategic business processes that foster top-line growth for bottom-line results.

THIS PROGRAM WILL HELP LEADERS:

- Learn more about corporate and competitive strategies and when the various strategies are appropriate.
- Examine companies' markets and products to understand how to overcome thinking patterns that often block business growth.
- Use simple financial analysis to better understand growth strategies and prospects for your organization.



John Gentner

John Gentner is an Executive in Residence and full-time lecturer at the University of Dayton. As a member of the Department of Management and Marketing, Gentner teaches numerous courses on the topic of leadership and strategic management. Recently, he took over responsibilities for the university's MBA capstone course, which allows graduate students the opportunity to solve real-world issues for area companies. Each year, Gentner oversees between 20 and 30 student-led consulting projects involving companies throughout Ohio and neighboring states.

With a business career that spans more than two decades, Gentner brings a significant amount of professional experience and practical knowledge into the classroom. He spent more than 16 years with Fifth Third Bank, holding numerous management positions before ending his career as a Vice President. He earned his B.A. in management from Capital University and his MBA from the University of Dayton. He has also taught courses abroad as part of the University's international business program.

EMERGING LEADER CERTIFICATE PROGRAM

DECEMBER 4-5, 2013

8:30 AM–4:30 PM

COMPLETE CERTIFICATE \$12,000

BUSINESS SIMULATION

During this business simulation, participants work in teams to plan and implement company operations on an annual basis. Each team functions as a knowledge service company and competes with other teams for knowledge, workers and customers. All companies start out on equal terms and are able at all times to observe the consequences of each other's decisions.

At the end of each "year" they calculate their financial performance of the company, as well as their alignment between levels of manpower and customer projects. Teams develop their own annual profit and loss statements and balance sheets and calculate their market value using formulas to determine their intellectual and competency values.

There are no predetermined "winners," as the outcome of the competition between the companies is determined only by the interactive competitive decisions of the companies and their collective interaction with customer and people marketplaces.

This program will test your business skills and put into application what you have learned in the Emerging Leader program to date.

THIS PROGRAM WILL HELP LEADERS:

- "Run a business" from a management or executive perspective.
- Integrate the various business and leadership skills learned throughout the Emerging Leader program.
- Lead and work cooperatively in a team environment.



Jim Norris

Jim Norris's expertise is in business simulations, focusing on helping people realize the financial results of their decisions.

During his multifaceted career, Jim has served as an internal and external consultant in the areas of business literacy, leadership development, financial systems, profitability analysis, change management, mergers and ethical influence.

Jim is a CPA and a high-level MBA graduate of the Goizuetta Business School at Emory University.