

EMERGING LEADER PROGRAM

2014-2015 PROGRAM CALENDAR

Date	Course	Instructor
8/20	Orientation: Using Personality Type & Styles to Foster Leadership	Roger Fortman Fortman & Associates
8/26	Mentor Training	Brent Kondritz University of Dayton
8/28	Executive Communication: Gaining the Advantage Through Professional Presence (A.M.)	Jill Haney JH Image Consulting
8/28	Executive Communication: Communicating as an Executive Leader (P.M.)	Nicky Adams University of Dayton
9/16	Leadership That Builds Community: How to be Effective Leading Outside Your Own Organization	Dick Ferguson University of Dayton
9/30	Legal & Ethical Issues in the Workplace	Tim Wood University of Dayton
10/14	Learn, Lead & Serve	Brent Kondritz University of Dayton
10/28	The Coaching Leader	Matt Becker Authentic Excellence
11/7	Creating a Great Workplace Culture	Jennifer Robin Bradley University

Date	Course	Instructor
11/19	Executive Effectiveness: Key Strategies for Increasing Engagement	Lisa Beutel University of Dayton
12/2-4	The Leadership Challenge	Steve Houchin International Leadership Associates
1/28	Leading Change	Rod Goelz Conner Partners
2/24	Accounting Fundamentals: Finance for Non-Financial Managers I	Joe Castellano University of Dayton
3/12	Finance for Non-Financial Managers II	Leslie Douglas University of Dayton
4/15	Operations Management	Mike Gorman University of Dayton
5/7	Marketing Essentials	Irene Dickey University of Dayton
6/11	Strategic Management	John Gentner University of Dayton
7/14-15	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

EMERGING LEADER PROGRAM		THINKING				LEADERSHIP				STRATEGIC MANAGEMENT		INTER-PERSONAL		COMMUNICATION		MOTIVATION		SELF-MANAGEMENT			BREADTH & DEPTH				
Date	Course	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		
8/20	Orientation: Using Personality Type & Styles to Foster Leadership																								
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EMERGING LEADER CERTIFICATE PROGRAM

AUGUST 20, 2014
8:30 A.M.–4:30 P.M.

COMPLETE CERTIFICATE \$13,000
PARTNERS \$12,000
COHORT ONLY

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 assessing their own preferred types. In order for leaders to maximize their own performance and their team's performance, they must have a solid understanding of who they are as leaders.

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

THIS PROGRAM WILL HELP LEADERS:

- 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.

Fortman is a qualified/certified trainer in AchieveGlobal (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. Fortman has taught at the University of Dayton and Wright State University.

EMERGING LEADER CERTIFICATE PROGRAM

AUGUST 26, 2014
8:30 A.M.—4:30 P.M.

COMPLETE CERTIFICATE \$13,000
PARTNERS \$12,000
COHORT ONLY

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 of the emerging leader program, which programs their mentee will participate in and how they can provide the needed support over a 12-month period to assist in their mentee's 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.



Brent Kondritz

Brent Kondritz is the assistant director and program manager of the University of Dayton Center for Leadership. Prior to joining the University of Dayton Center for Leadership 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

AUGUST 28, 2014

8:30 A.M.–1 P.M.

COMPLETE CERTIFICATE \$13,000

PARTNERS \$12,000

THIS SESSION (PARTNERS ONLY) \$598

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 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 they pertain 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, nonverbal communication, business technology of today and the finer points of professional dining.

THIS PROGRAM WILL HELP LEADERS:

- Discover the power of first impressions and learn techniques for making a positive, lasting impression.
- Understand the importance of nonverbal communication and how to modify body language to send your message with confidence, conviction and professionalism.
- 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. Haney is a certified image consultant with the Association of Image Consultants International (AICI). Haney has worked with major clients such as Procter & Gamble, Johnson & Johnson, Fifth Third Bank and General Cable to deliver customized solutions and training to address image.

Haney 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 radio and TV programs, including programs on WKRQ-FM and Cincinnati's ABC affiliate WCPO.

EMERGING LEADER CERTIFICATE PROGRAM

AUGUST 28, 2014

1 P.M. –4:30 P.M.

COMPLETE CERTIFICATE \$13,000

PARTNERS \$12,000

THIS SESSION (PARTNERS ONLY) \$598

EXECUTIVE COMMUNICATION: COMMUNICATING AS AN EXECUTIVE LEADER

As a managerial or executive-level professional, your communication will be key to employee development, productivity and morale. Even as a leader or committee chair, your goal should be to bring about outcomes as a result of your communication.

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 team or organization, it is critical to master this crucial component of being a leader.

To achieve the desired response, you need to think strategically about your communication – before you begin to write or speak. Careful planning related to the following factors can help increase your confidence and effectiveness with a variety of audiences: (1) communicator style, (2) audience, (3) message, (4) channel choice and (5) culture.

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

THIS PROGRAM WILL HELP LEADERS:

- Analyze audiences effectively to meet their needs and expectations.
- Structure both verbal and written messages to motivate action.
- Maintain extemporaneous expertise and effectively manage the Q-and-A.



Nicky Adams

Nicky Adams teaches professional communication courses for students across the curriculum and administrative staff at the University of Dayton. She also coordinates the English department's writing internship program to allow students to experience the functions and effects of their writing within the professional workplace.

In addition to her role at UD, Adams conducts training sessions for area organizations and businesses on various communication topics through her LLC, Workplace Communication Consulting. She was also a training consultant in the workforce development division of Sinclair Community College for four years and the director of Wright State University's writing center for five years, where she maintained a writer's hotline for the campus and local business community.

EMERGING LEADER CERTIFICATE PROGRAM

SEPTEMBER 16, 2014
8:30 A.M.–4:30 P.M.

COMPLETE CERTIFICATE \$13,000
PARTNERS \$12,000
COHORT ONLY

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 into 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, Ferguson currently serves on the advisory board of the Community Action Partnership of the Greater Dayton Area, 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.

Ferguson is a 1973 graduate of the University of Dayton (B.A. in English) and a 1993 graduate of The Ohio State University John Glenn School of Public Affairs (M.A. in public policy). Both Ferguson 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

SEPTEMBER 30, 2014

8:30 A.M.—4:30 P.M.

COMPLETE CERTIFICATE \$13,000

PARTNERS \$12,000

THIS SESSION (PARTNERS ONLY) \$598

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 organization's 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, anticompetitive 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.
- Develop issue identification skills to recognize the limits of legal self-diagnosis.
- Identify appropriate managerial responses to issues that present potential legal liability to the enterprise.



Tim Wood

Tim Wood is a judge with the Montgomery County Domestic Relations Court. Prior to joining the court, Wood was a magistrate for the Montgomery County Common Pleas Court Domestic Relations Division. He has also worked as a staff attorney for the Darke County Department of Human Services and as a private practice attorney.

Wood received both his Juris Doctorate degree and B.A. from the University of Dayton. Wood is an active member of the Dayton community and a member of the Dayton Bar Association, Ohio State Bar Association, Dayton Bar Association Family Law Committee, Family Law Forum, Dayton Bar Association Diversity Committee and the Dayton Bar Association Public Service & Congeniality Committee. Additionally, Wood is an adjunct professor with the University of Dayton School of Business Administration.

EMERGING LEADER CERTIFICATE PROGRAM

OCTOBER 14, 2014

8:30 A.M.—4:30 P.M.

COMPLETE CERTIFICATE \$13,000
PARTNERS \$12,000

COHORT ONLY

LEARN, LEAD & SERVE

A leader's responsibility to make a difference extends beyond his or her professional life and into the 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 Center for Leadership. Prior to joining the University of Dayton Center for Leadership 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 Kearney.

EMERGING LEADER CERTIFICATE PROGRAM

OCTOBER 28, 2014

8:30 A.M.—4:30 P.M.

COMPLETE CERTIFICATE \$13,000

PARTNERS \$12,000

THIS SESSION (PARTNERS ONLY) \$598

THE COACHING LEADER

Success in today's business environment is dependent on having an engaged workforce. Leaders are responsible for creating an environment in which employees choose to take ownership for using their strengths to contribute to the success of the organization. One of the most critical skills necessary for leadership success is coaching. By leveraging a coaching style when appropriate, leaders can develop a team that is engaged, accountable and able to solve problems independently.

This course is designed to prepare leaders to effectively utilize a coaching approach to leadership. In this class leaders will gain an appreciation for the importance of coaching and learn the key skills to effective coaching. They will also learn how to distinguish between a developmental-coaching and a performance-coaching situation. Participants will have an opportunity to apply the key coaching skills as well as practice coaching in both a developmental and performance scenario.

THIS PROGRAM WILL HELP LEADERS:

- Identify the most critical skills to being an effective coach.
- Use an analysis tool to identify the root cause of a situation.
- Demonstrate coaching process in a performance and developmental the coaching situation.



Matt Becker

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

Becker has a B.A. in political science from John Carroll University and an 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 is what makes him a successful coach.

EMERGING LEADER CERTIFICATE PROGRAM

NOVEMBER 6, 2014
8:30 A.M.—4:30 P.M.

COMPLETE CERTIFICATE \$13,000
PARTNERS \$12,000
THIS SESSION (PARTNERS ONLY) \$598

CREATING A GREAT WORKPLACE CULTURE

The value of a great place to work is one that benefits both employees and organizations. It creates a formula for success and helps drive performance. If we realize the importance of creating a great workplace culture, then why do some leaders and organizations struggle to create it, while others seem to make it look so easy?

Are you intrigued by the creative, productive work environment at companies such as Google, Microsoft, Marriott International, FedEx and NetApp, yet struggle with how to get there? In this program, Jennifer Robin explores the concept of a great workplace and answers the fundamental question about creating a great workplace culture through her anecdotes, best practices and real-life examples.

Building trust in the workplace is a powerful advantage to your team and your company, but it's just a start. A "great workplace" is one where employees not only trust the people they work for, but also take pride in what they do and enjoy the people they work with.

Drawing on decades of research, Robin articulates the importance of building a great workplace culture and brings ideas for how leaders can create and reinforce the core values of trust, pride and camaraderie with every communication, decision and interaction. Over time, creating a great workplace culture will lead to better recruitment, lower turnover, loyal customers, higher productivity and, just as important, a more fulfilling work experience for managers and employees alike.

THIS PROGRAM WILL HELP LEADERS:

- Understand the key dimensions of creating a great place to work in order to develop a competitive business advantage.
- Identify techniques to build trust deliberately and consistently throughout your organization's culture.
- Understand the key roles leaders play in creating a great workplace and analyze the effectiveness of current management practices.



Jennifer Robin

Jennifer Robin, Ph.D., is the co-author of The Great Workplace: How to Build It, How to Keep It, and Why It Matters. A sought-after speaker and facilitator, Robin has spoken to thousands of managers aiming to improve their workplaces. Robin is a faculty member in the Foster College of Business at Bradley University, where she teaches in the areas of leadership, organizational effectiveness and human resources management. Robin is also a research fellow and an adjunct consultant at the Great Place to Work® Institute, where she led the Advisory Practice, helping senior leaders integrate their organization's culture with its strategy and aligning efforts to be a great workplace. Robin has experience working in diverse industries such as manufacturing, biotechnology, information technology, professional services and health care.

EMERGING LEADER CERTIFICATE PROGRAM

NOVEMBER 19, 2014

8:30 A.M.—4:30 P.M.

COMPLETE CERTIFICATE \$13,000

PARTNERS \$12,000

THIS SESSION (PARTNERS ONLY) \$598

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. 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, she joined the Center for Leadership team in 2001.

Beutel is certified in a number of leadership assessment instruments, including the Myers-Briggs Type Indicator, Mentoring Style Indicator, PDI Ninth House executive assessments and the Lominger Architect Suite assessments. She 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 a Ph.D. in educational leadership from the University of Dayton.

EMERGING LEADER CERTIFICATE PROGRAM

DECEMBER 2-4, 2014

8:30 A.M –4:30 P.M.

COMPLETE CERTIFICATE \$13,000

PARTNERS \$12,000

COHORT ONLY; CONTACT FOR PERMISSION

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 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, midlevel managers and front-line supervisors.

For 18 years, Houchin held various positions at The Kroger Co., including the role of divisional human resources director, in which he was a key member of the executive team responsible for the profit and loss success of 90 retail stores, warehouse and transportation fleet. He also served as Kroger's corporate director of management education and development.

Houchin earned a Bachelor of Science degree 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

JANUARY 28, 2015
8:30 A.M.–4:30 P.M.

COMPLETE CERTIFICATE \$13,000
PARTNERS \$12,000
THIS SESSION (PARTNERS ONLY) \$598

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.
- Better enable self and others in moving effectively through the change processes.



Rod Goelz

Rod Goelz is a senior consultant 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.

Goelz mixes humor and high energy with more than 20 years of experience and a strong application focus to create a powerful, high-value leadership development experience.

EMERGING LEADER CERTIFICATE PROGRAM

FEBRUARY 24, 2015
8:30 A.M.—4:30 P.M.

COMPLETE CERTIFICATE \$13,000
PARTNERS \$12,000
THIS SESSION (PARTNERS ONLY) \$590

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 is 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

MARCH 12, 2015

8:30 A.M.—4:30 P.M.

COMPLETE CERTIFICATE \$13,000

PARTNERS \$12,000

THIS SESSION (PARTNERS ONLY) \$598

FINANCE FOR NON-FINANCIAL MANAGERS II

Whether you work in a corporate, nonprofit 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 they will derive a greater awareness of the various stakeholder relationships that are at issue in organizations.

THIS PROGRAM WILL HELP LEADERS:

- Become familiar with the fundamental concepts of corporate finance and financial management.
- 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

APRIL 15, 2015

8:30 A.M.–4:30 P.M.

COMPLETE CERTIFICATE \$13,000

PARTNERS \$12,000

THIS SESSION (PARTNERS ONLY) \$598

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.



Mike Gorman

Mike Gorman is an associate professor at the University of Dayton in the Department of MIS, OM and Decision Sciences. 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 & Service Operations Management, Annals of Operations Research, Interfaces, Applied Economics and Transportation Quarterly, among others. He was a finalist in INFORMS' Daniel H. Wagner Prize for Excellence in Operations Research Practice in 2005. He is a referee for numerous peer-reviewed journals. Gorman has five years of service – including chair – in INFORMS's rail applications special interest group. He is currently the treasurer of the Cincinnati-Dayton local chapter of INFORMS.

EMERGING LEADER CERTIFICATE PROGRAM

MAY 7, 2015

8:30 A.M.—4:30 P.M.

COMPLETE CERTIFICATE \$13,000

PARTNERS \$12,000

THIS SESSION (PARTNERS ONLY) \$598

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.
- Apply basic marketing strategies and decision models.
- Learn about the basic marketing mix elements and how tactical decisions regarding these elements relate to marketing strategy.



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, Dickey is a professor of marketing in the University of Dayton's School of Business Administration. Dickey has also published articles and made numerous presentations on the topic of marketing, especially Internet and e-marketing.

EMERGING LEADER CERTIFICATE PROGRAM

JUNE 11, 2015
8:30 A.M.–4:30 P.M.

COMPLETE CERTIFICATE \$13,000
PARTNERS \$12,000
THIS SESSION (PARTNERS ONLY) \$598

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 answers to these questions are obvious, while at other times, they are 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:

- Understand corporate and competitive strategies and when the various strategies are appropriate.
- Understand the resource-based view of the firm and identify the four criteria (VRIO framework) that a firm's resources must possess to maintain a sustainable advantage.
- Understand the impact of external forces, including the PESTEL model, industry dynamics and strategic groups.



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 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

JULY 14-15, 2015

8:30 A.M.—4:30 P.M.

COMPLETE CERTIFICATE \$13,000

PARTNERS \$12,000

COHORT ONLY; CONTACT FOR PERMISSION

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," participants calculate the 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, Norris 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.

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