

EXECUTIVE DEVELOPMENT PROGRAM

# 2014-2105 PROGRAM CALENDAR

Date	Course	Instructor
9/10	<b>The Art and Practice of Leadership Coaching</b>	Howard Morgan Top 50 Executive Coach
10/2	<b>Strengths-Based Leadership: Maximizing Your Leadership Effectiveness (AM)</b>	Tom Rath Author of Strengths Base Leadership
10/2	<b>WellBeing: The Five Essential Elements Impacting Performance and Satisfaction (PM)</b>	Tom Rath Author of Wellbeing
10/22	<b>Influencer: Develop the Power to Change Anything (AM)</b>	Joseph Grenny Author of Influencer
10/22	<b>Crucial Conversations for Leaders: Tools for Talking When Stakes are High (PM)</b>	Joseph Grenny Author of Crucial Conversations
11/13	<b>Leadership Accountability: Creating and Sustaining a High Performing Organization</b>	Linda Galindo Author of The 85% Solution

Date	Course	Instructor
2/10	<b>The Corporate Athlete Advantage: Manage Energy, Maximize Engagement &amp; Increase Performance</b>	Chris Jordan Human Performance Institute
3/11	<b>Communication that Works: Three Habits to Influence Others and Make Things Happen</b>	Connie Dieken Author & Executive Coach
4/23	<b>First Break All the Rules: What the World's Greatest Managers Do Differently (AM)</b>	Curt Coffman Best Selling Author
4/23	<b>Culture Eats Strategy for Lunch: The Secret to Extraordinary Results (PM)</b>	Curt Coffman Best Selling Author
5/13	<b>Thanks for the Feedback: The Science and Art of Feedback</b>	Sheila Heen Harvard Professor, Best Selling Author
6/11	<b>Breakthrough Leadership: Leadership Strategies That Will Change Your Life</b>	Brian Biro Author, Executive Coach

## EXECUTIVE DEVELOPMENT PROGRAM

SEPTEMBER 10, 2014  
8:30 A.M.–4:30 P.M.

PUBLIC \$995  
UD ALUMNI \$945  
PARTNER \$870

# THE ART AND PRACTICE OF LEADERSHIP COACHING

Organizations today need to harness the unique skills and characteristics that each individual has and find ways for individuals to succeed within the team or organization. True success comes from the ability of a leader to coach others and build upon those strengths while helping employees manage those offsetting opportunities that can hamper their contributions in a team or organizational setting.

As a leader, it is part of your responsibility to help your employees grow and evolve by being a credible coach. A credible coach is one that has an informed perspective, can impact others quickly and offer the help needed to advance the employee to the next level or deal appropriately with the situation that is causing them pain.

For coaching to be successful, it is important to remember that the coaching relationship is not about the leader – it is about your employee – so your ability to leave your ego at the door is critical. To truly add value, a leader also needs to be able to listen not only to what the employee is saying, but also to the meaning of their words. There are times when the last thing that your employee needs is more feedback. Some days, they just need the solution.

This practical and hands-on program will provide the background and foundation for leaders to enhance their coaching skills. Upon leaving this program, you will be able to return to your organization and use the skills learned to impact top and bottom performers within your team.

## THIS PROGRAM WILL HELP EXECUTIVES:

- Understand that who we are influences how we coach – it's all about the employee.
- Coach their most talented and those employees that are struggling to perform at the level needed by the organization.
- Utilize a model that will help in understanding the coaching situation or background, weighing options and zeroing in on the issue to be addressed in order to maximize results when time is limited.



**Howard Morgan**

*Howard Morgan, as an executive coach, has led major organizational change initiatives in partnership with top leaders and executives at numerous international organizations. He was named as one of the world's top 50 coaches, recognized as one of five coaches with "a proven track record of success" and has published several books. His clients include global businesses in the financial services, manufacturing, management consulting, communication, media and high tech industries.*

*Morgan's profound understanding of the demands of executive leadership comes from 17 years of experience as a line executive and executive vice president in industry and government. The dramatic impact of Morgan's approach is drawn from his ability to communicate the significance of people and performance issues in the context of business objectives. He has been a pioneer in the practical understanding of how motivation, productivity and behavior are linked to organizational values, leadership approach and employee satisfaction.*

*Morgan is a managing director of the Leadership Research Institute and co-founder of 50 Top Coaches. He holds an M.B.A. from Simon Fraser University and has completed advanced studies at the University of Michigan.*

## EXECUTIVE DEVELOPMENT PROGRAM

OCTOBER 2, 2014

9:00 AM – 12:00 PM (HALF-DAY)

**PUBLIC \$995 (FULL-DAY), \$580 (HALF-DAY)**

**UD ALUMNI \$945 (FULL-DAY), \$580 (HALF-DAY)**

**PARTNER \$870 (FULL-DAY), \$580 (HALF-DAY)**

# STRENGTHS-BASED LEADERSHIP: MAXIMIZING YOUR LEADERSHIP EFFECTIVENESS

Think for a moment about the leaders you respect – whether they lead countries, organizations, or families – who continue to live on because of the way they have shaped your thoughts and belief. Even though you may not notice it at the moment, the most effective leaders forever alter the course of your life.

Chances are, you will have many opportunities to lead during your lifetime. If you're able to seize these opportunities, your influence will continue to grow for generations to come. This program will expose you to the findings of Tom Rath's work along with key lessons on how you can maximize not only your own leadership, but that of your team.

When an organization's leadership fails to focus on individuals' strengths, the odds of an employee being engaged are a dismal 1 in 11 (9%). But when an organization's leadership focuses on strengths, the odds soar to almost 3 in 4 (73%). So that means when leaders focus on and invest in their employees' strengths, the odd of each person being engaged increases eightfold.

People who spend their lives trying to be good at everything are unlikely to be great at anything. This is one of the most important discoveries from more than three decades of Gallup's research on human talent. Yet when we look at great organizational leaders, while they were not trying to be well-rounded as individuals, they do create leadership teams with a balance of talents in four very specific areas.

## THIS PROGRAM WILL HELP EXECUTIVES:

- Understand their own strengths and why investing in them matters.
- Maximize the strengths of their teams in order to meet their objectives.
- Understand and meet the four basic needs of those who look to you for leadership.



**Tom Rath**

*Tom Rath is one of the most influential authors of the last decade. Tom has written several international bestsellers including the #1 New York Times bestseller *How Full Is Your Bucket? In 2012, his book *StrengthsFinder 2.0* was the top-selling nonfiction book worldwide.**

*Tom's most recent release, *Eat Move Sleep: How Small Choices Lead to Big Changes*, is already receiving critical acclaim as a "transformative work." He studies the role of human behavior in health, business, and economics. Tom writes and speaks on a range of topics, from wellbeing to organizational leadership.*

*Tom's most recent New York Times bestsellers are *Strengths-Based Leadership* and *Wellbeing: The Five Essential Elements*. In total, his books have sold more than 5 million copies, been translated in 16 languages, and made over 250 appearances on the Wall Street Journal's bestseller list.*

*Tom serves as a senior scientist and advisor to Gallup, where he previously spent 13 years leading the organization's work on employee engagement, strengths, and wellbeing. Tom also served as vice chairman of the VHL cancer research organization. He earned degrees from the University of Michigan and the University of Pennsylvania, where he is now a regular guest instructor.*

## EXECUTIVE DEVELOPMENT PROGRAM

OCTOBER 2, 2014

1:00 PM – 4:00 PM (HALF-DAY)

**PUBLIC \$995 (FULL-DAY), \$580 (HALF-DAY)**

**UD ALUMNI \$945 (FULL-DAY), \$580 (HALF-DAY)**

**PARTNER \$870 (FULL-DAY), \$580 (HALF-DAY)**

# WELLBEING: THE FIVE ESSENTIAL ELEMENTS IMPACTING PERFORMANCE AND SATISFACTION

When striving to improve our lives, we're quick to buy into programs that promise to help us make money, lose weight, or impact us in some other way. While it might be easier to treat these critical areas in our lives as if they are independent, they're not. Wellbeing captured the findings of a study of people in more than 150 countries and revealed five universal, interconnected elements that shape our lives: Career Wellbeing, Social Wellbeing, Financial Wellbeing, Physical Wellbeing, and Community Wellbeing.

While 66% of people are doing well in at least one of these areas, just 7% are thriving in all five. If we're struggling in any one of these domains, as most of us are, it damages our overall wellbeing and wears on our daily life. When we strengthen our wellbeing in any of these areas, we will have better days, months, and decades. But we're not getting the most out of our lives unless we're living effectively in all five. There are many ways to create thriving Career, Social, Financial, Physical, and Community Wellbeing. Because these critical elements are within our control, we have the ability to improve them. However, the single biggest threat to our own wellbeing tends to be ourselves.

This program will examine the differences between what people in all walks of life think will improve their wellbeing compared to what actually drives wellbeing when these data are examined across countries, cultures, ages, and genders. You will also leave this session with new strategies for focusing on methods for improving the wellbeing at the individual, team, and organizational levels.

## THIS PROGRAM WILL HELP EXECUTIVES:

- Clearly define what makes up the five universal areas of wellbeing.
- Determine what is getting in the way of wellbeing for your organization, your team and yourself.
- Understand how you may contribute to the wellbeing of not only yourself, but your team and organization.



**Tom Rath**

*Tom Rath is one of the most influential authors of the last decade. Tom has written several international bestsellers including the #1 New York Times bestseller *How Full Is Your Bucket?* In 2012, his book *StrengthsFinder 2.0* was the top-selling nonfiction book worldwide.*

*Tom's most recent release, *Eat Move Sleep: How Small Choices Lead to Big Changes*, is already receiving critical acclaim as a "transformative work." He studies the role of human behavior in health, business, and economics. Tom writes and speaks on a range of topics, from wellbeing to organizational leadership.*

*Tom's most recent New York Times bestsellers are *Strengths-Based Leadership* and *Wellbeing: The Five Essential Elements*. In total, his books have sold more than 5 million copies, been translated in 16 languages, and made over 250 appearances on the *Wall Street Journal's* bestseller list.*

*Tom serves as a senior scientist and advisor to Gallup, where he previously spent 13 years leading the organization's work on employee engagement, strengths, and wellbeing. Tom also served as vice chairman of the VHL cancer research organization. He earned degrees from the University of Michigan and the University of Pennsylvania, where he is now a regular guest instructor.*

## EXECUTIVE DEVELOPMENT PROGRAM

OCTOBER 22, 2014

8:30 AM – 12:00 PM (HALF-DAY)

**PUBLIC \$995 (FULL-DAY), \$580 (HALF-DAY)**

**UD ALUMNI \$945 (FULL-DAY), \$580 (HALF-DAY)**

**PARTNER \$870 (FULL-DAY), \$580 (HALF-DAY)**

# INFLUENCER: DEVELOP THE POWER TO CHANGE ANYTHING

Creating sustainable change is a constant struggle for organizations and individuals. We often lack the skills to influence the behaviors behind issues like:

- Failed initiatives
- Short-lived change efforts
- Unproductive corporate cultures
- Entrenched bad habits

We all need to be influencers. Hardly a day passes that we don't try to influence ourselves or others to do something new and different. Whether you're looking to improve your relationships with direct reports or inspiring employees to demonstrate more concern for profitability, you are continually working on ways to exert influence.

Influencer draws on the best practices of many of the world's leading change agents and on five decades of social-science research to create a powerful model for changing behavior. You'll follow the experiences of influence masters who have succeeded in solving some of the world's most profound problems. Examples ranging from major healthcare reform to reversals of destructive social behaviors to unprecedented corporate turnarounds will illustrate how a proven set of skills makes change not only achievable but sustainable.

## THIS PROGRAM WILL HELP EXECUTIVES:

- Successfully lead change initiatives.
- Diagnose the real causes behind the problems and create real solutions.
- Influence behavior across the organization with or without formal authority.



**Joseph Grenny**

*Joseph Grenny is coauthor of four New York Times bestsellers and creator of four award-winning training programs of the same titles—Crucial Conversations, Crucial Accountability, Influencer, and Change Anything. He cofounded VitalSmarts, an innovator in corporate training and organizational performance for which he was awarded the 2007 Ernst & Young Entrepreneur of the Year award.*

*Over the past twenty-five years, Joseph has taught and advised thousands of leaders on every major continent from the boardrooms of Fortune 500 companies to the community of Nairobi, Kenya. He has advised senior executives on more than a dozen major change initiatives—receiving credit from Lockheed Martin Aeronautics' President as key to helping the organization win the \$200 billion Joint Strike Fighter program.*

*An expert in topics ranging from influence and leadership to organizational change and effectiveness, Joseph has spoken at the HSM World Business Forum and to organizations including NASA, the U.S. Army, the American Bankers Association, and the American Society of Training and Development. He has been cited in every major newspaper including the New York Times, Los Angeles Times, Washington Post, and the Wall Street Journal. Joseph has appeared on hundreds of radio and television programs including the Today Show, ABC News, CNN, Bloomberg, and CNBC, and contributes regularly at Forbes.com.*

## EXECUTIVE DEVELOPMENT PROGRAM

OCTOBER 22, 2014

1:00 PM – 4:30 PM (HALF-DAY)

**PUBLIC \$995 (FULL-DAY), \$580 (HALF-DAY)**

**UD ALUMNI \$945 (FULL-DAY), \$580 (HALF-DAY)**

**PARTNER \$870 (FULL-DAY), \$580 (HALF-DAY)**

# CRUCIAL CONVERSATIONS FOR LEADERS: TOOLS FOR TALKING WHEN STAKES ARE HIGH

Problem-plagued organizations often share the same root cause: perplexed employees who aren't quite sure how to bring up touchy, controversial, and complex issues and resolve them. And when three key forces show up—strong emotions, differing opinions, or high stakes—key business results suffer. The right skills—can help organizations of any size reach dialogue and achieve impressive results.

After more than thirty years of research in two dozen industries involving more than 25,000 individuals, Joseph Grenny has observed leaders struggle with poor performance, stalled change initiatives, low productivity, strained relationships, and general lack of results. Joseph's observations confirm that leaders who avoid talking honestly with the right people about the right issues can expect poor results.

The authors of *Crucial Conversations* found that most of the time, the most influential people were indistinguishable from their peers. The breakthrough discovery came when the stakes grew high, emotions were strong, and opinions differed. In these crucial moments, top-rated leaders routinely employed skills that turned diverse thought into synergy and synergy into results by mastering *Crucial Conversations*.

Joseph will guide you through the steps to mastering crucial conversations and harnessing the power of turning every employee interaction into an experience that achieves synergy, alignment, and agreement. You will walk away from this session with a new set of high-leverage tools to effectively achieve breakthrough results.

## THIS PROGRAM WILL HELP EXECUTIVES:

- Develop the skills needed to step up to controversial and heated issues.
- Professionally discuss issues in a way that makes it safe for everyone to speak.
- Create an environment where people share their best ideas, make wise decisions, and then act on those decisions with conviction.



**Joseph Grenny**

*Joseph Grenny is coauthor of four New York Times bestsellers and creator of four award-winning training programs of the same titles—Crucial Conversations, Crucial Accountability, Influencer, and Change Anything. He cofounded VitalSmarts, an innovator in corporate training and organizational performance for which he was awarded the 2007 Ernst & Young Entrepreneur of the Year award.*

*Over the past twenty-five years, Joseph has taught and advised thousands of leaders on every major continent from the boardrooms of Fortune 500 companies to the community of Nairobi, Kenya. He has advised senior executives on more than a dozen major change initiatives—receiving credit from Lockheed Martin Aeronautics' President as key to helping the organization win the \$200 billion Joint Strike Fighter program.*

*An expert in topics ranging from influence and leadership to organizational change and effectiveness, Joseph has spoken at the HSM World Business Forum and to organizations including NASA, the U.S. Army, the American Bankers Association, and the American Society of Training and Development. He has been cited in every major newspaper including the New York Times, Los Angeles Times, Washington Post, and the Wall Street Journal. Joseph has appeared on hundreds of radio and television programs including the Today Show, ABC News, CNN, Bloomberg, and CNBC, and contributes regularly at Forbes.com.*

## EXECUTIVE DEVELOPMENT PROGRAM

NOVEMBER 13, 2014

8:30 AM–4:30 PM

**PUBLIC \$995**

**UD ALUMNI \$945**

**PARTNER \$870**

# LEADERSHIP ACCOUNTABILITY: CREATING AND SUSTAINING A HIGH-PERFORMING ORGANIZATION

In today's work place, the concept of accountability has taken center stage as a vital business concern. Yet it is all too often confused with punishment, fault-finding, blame, and guilt. If employees take ownership for the success or failure of tasks, projects or initiatives, then an environment of trust, alignment, communication and accountability can be created. Personal accountability results in less time spent managing, and more time spent coaching, mentoring and leading.

Employees who demonstrate

-Responsibility

-Self Empowerment

-Accountability

are an organization's competitive advantage and the one's you want to develop as your organization's future leaders.

Through the use of the Galindo Consulting Accountability Assessment you will complete online and an effective and immediately applicable accountability model, Linda Galindo will show you how to instill accountability in the workplace starting with yourself. You will learn how to create an environment of ownership for results before the fact that creates clear agreements, execution on plans and success, for your team, your organization, and yourself.

## THIS PROGRAM WILL HELP EXECUTIVES:

- Apply the learning to "start where people are" in their leadership and accountability journey.
- Utilize the foundation 12-point checklist to affirm accountability at work individually and collectively.
- Create a vision for accountable leadership and design three relevant and effective steps to take back to work with clear benefits that make the journey compelling and sustainable.



**Linda Galindo**

*Linda Galindo is an international author, educator, speaker, and consultant who is an expert in the field of personal and organizational accountability and high-performance executive team building. Linda speaks nationally on the topics of leadership accountability and creating the culture change to bring about an accountable organization. She also serves as faculty for the Governance Institute, the Institute of Management Studies and speaks at leadership conferences internationally.*

*Over the past 20 years, she has worked with CEOs, surgeons, elected officials and organizations including The Naval Reactors Facility, The Sundance Institute, Baystate Financial Services, the Children's Hospital of Philadelphia, Park City Municipal Corporation, and Abbott.*

*Linda authored *The 85% Solution, How Personal Accountability Guarantees Success. No Nonsense. No Excuses, Where Winners Live (co-author), and Way to Grow! Cultivating the Weeds, Daisies and Orchids in Your Organization.* Her expertise on making accountability "personal" has been published in a hot-topic organizational training titled *The Accountability Experience.**

## EXECUTIVE DEVELOPMENT PROGRAM

FEBRUARY 10, 2015

8:30 AM–4:30 PM

PUBLIC \$995

UD ALUMNI \$945

PARTNER \$870

# THE CORPORATE ATHLETE ADVANTAGE: MANAGE ENERGY, MAXIMIZE ENGAGEMENT & INCREASE PERFORMANCE

One of the biggest problems plaguing today's organizations is something that is pervasive, invasive and preventing your top people from achieving their personal and professional best. The Human Performance Institute calls it the Human Energy Crisis. It is a result of ever-growing demands on our time, our bodies and essentially our energy.

In a world where we are expected to perform 24/7, the pressure is not only daunting, it can be debilitating. As such, when demand persistently exceeds capacity, negative consequences are inevitable to business, body and home life alike. For decades, the Human Performance Institute has believed that employee engagement is directly linked to employee health. Essentially, the body is business-relevant, from muscle to mind.

Of the many energy obstacles that Chris Jordan and the Human Performance Institute work to effectively eliminate through science and training, the following are the most commonly reported: persistent fatigue, disengagement, low tolerance for stress, low resiliency, work/life imbalance, loss of focus, judgment errors and leadership failure. When you consider that any of the above can determine an entire organization's ability to weather a downturn, survive a crisis or drive a business to extraordinary growth, having a highly engaged workforce less affected by a human energy deficit becomes mandatory, not voluntary.

Designed to create high-performing teams and individuals, this program emphasizes the connection between personal purpose and daily behaviors to help ensure alignment. Aligning your energy investments with your deepest values and beliefs represents a critical component to skillful energy management. You will learn how to train like an elite athlete, a corporate athlete, to strengthen and align energy across all four dimensions: body, heart, mind and spirit. This multidisciplinary approach will help you to become physically energized, emotionally connected, mentally focused and completely aligned with your most important mission.

## THIS PROGRAM WILL HELP EXECUTIVES:

- Learn how to maximize performance and increase productivity in all aspects of your business and personal life.
- Acquire the comprehensive energy management skills required to make energy investments in any area of life.
- Develop rituals to support maximum performance and replace noneffective habits that potentially compromise success of any important objective.



**Chris Jordan**

*Chris Jordan, the director of exercise physiology at the Human Performance Institute, designed and implemented movement/exercise components of the Corporate Athlete course, including the widely known seven-minute workout, and is responsible for the development and execution of all corporate fitness programming. As an experienced international keynote speaker and performance coach, he trains hundreds of corporate executives of Fortune 500 companies each year.*

*Jordan holds a Master of Science degree in exercise physiology with distinction from Leeds Metropolitan University, and a Bachelor of Science in applied biological sciences from the University of the West of England in Bristol, both in the United Kingdom. He has published research in the Journal of Sports Sciences, and has written over 50 magazine articles for U.S. Air Force publications, the Army Health Connection newsletter, Men's Health magazine and Best Life magazine.*

*Jordan designed a practical body weight circuit workout that has become known in the media as the "seven-minute workout." He has been interviewed about the workout by ABC's World News with Diane Sawyer, NPR, CNN, Sirius XM's Doctor Radio, The Laura Ingrahm Show, Men's Journal, Women's Health, Shape and more.*

## EXECUTIVE DEVELOPMENT PROGRAM

**MARCH 11, 2015**  
**8:30 AM–4:30 PM**

**PUBLIC \$995**  
**UD ALUMNI \$945**  
**PARTNER \$870**

# COMMUNICATION THAT WORKS: THREE HABITS TO INFLUENCE OTHERS AND MAKE THINGS HAPPEN

The competitive landscape has changed drastically in recent years. The challenges being faced by today's leaders oftentimes feel unsurmountable. Work is faster-paced, people are more distracted and impatient, decreasing the attention spans of everyone around us. And through all this, expectations for results are even higher. Leaders need to be able to communicate in a way to influence others in order for their teams and organizations to achieve great results.

While it comes as no surprise that the ability to effectively communicate is critical, it remains one of the single greatest challenges in business today. So what is needed in order to become an effective communicator who can influence others? The answer is mastering a sequence of habits – Connect-Convey-Convince® - will help you grab attention, gain complete clarity and sway others to make things happen. It will help you successfully influence even the busiest people.

Through this interactive and dynamic program, Dieken will introduce and teach you a unique methodology proven with some of the most demanding and successful leaders. This road map will help you improve your interpersonal communication and give you more power to change minds and inspire remarkable results. You will also learn how to address some of the common issues that get in the way of mastering the ability to Connect-Convey-Convince®.

## THIS PROGRAM WILL HELP EXECUTIVES:

- Understand the Connect-Convey-Convince model and implement it into your daily communications.
- Increase your level of competence and commitment in delivering communications that will influence others to act.
- Address the common issues getting in the way of mastering influential communication.



**Connie Dieken**

*Connie Dieken has authored and co-authored five books dedicated to teaching people influential leadership, communication and presentation techniques. In her most recent best-sellers, Talk Less, Say More: Three Habits to Influence Others and Make Things Happen and Become the Real Deal: The Proven Path to Influence and Executive Presence, Dieken uses her knowledge, research and leadership coaching experience to create a fast-paced, no-nonsense guide that will help anyone to become influential communicator.*

*Dieken is a trusted executive coach and adviser to many leaders who run the world's most recognizable brands. She has become a respected and in-demand executive coach, speaker, author and authority teaching the skills needed to become an influential personality in leadership and communications.*

*Dieken spent her career with the most successful and influential people in business and entertainment and recognized a pattern to their success. After years of research, she learned the common traits each of these people shared and discovered people could learn how to be influential with the right training. Armed with unique insight into the power that influence has over each of us, she developed a proven methodology to transform any leader into an influencer.*

*Connie's work has been featured in The Wall Street Journal, USA Today, CNBC, Investor's Business Daily, the Los Angeles Times, Crain's Business, the Chicago Tribune, Woman's Day, and many more nationwide.*

## EXECUTIVE DEVELOPMENT PROGRAM

APRIL 23, 2015

8:30 AM–12:00 PM (HALF-DAY)

**PUBLIC \$995 (FULL-DAY), \$580 (HALF-DAY)**

**UD ALUMNI \$945 (FULL-DAY), \$580 (HALF-DAY)**

**PARTNER \$870 (FULL-DAY), \$580 (HALF-DAY)**

# FIRST, BREAK ALL THE RULES: WHAT THE WORLD'S GREATEST MANAGERS DO DIFFERENTLY

The greatest managers in the world do not have much in common. They are of different sexes, races and ages. They employ vastly different styles and focus on different goals. But despite their differences, great managers share one thing: Before they do anything else, they first break all the rules of conventional wisdom. They do not believe that a person can achieve anything they set their mind to. They do not try to help people overcome their weaknesses. They consistently disregard the Golden Rule. And, yes, they even play favorites.

Through the study of over 1 million employees and 150,000 managers, twelve (now 10) employee questions were found to distinguish the strongest teams within an organization from the rest. This proposed measuring stick has proven linkage between employee perceptions and voluntary turnover, customer loyalty, productivity and even profits.

In further review of the best teams, it was found that great managers were the catalyst that turned talent into lasting performance. The talented employee may join an organization because of its charismatic leaders, its generous benefits, and its world-class training programs, but how long that employee stays and how productive he or she is are while there is determined by the relationship with his or her immediate manager.

This program will take you into the minds of great managers and reveal new truths of a strengths-based organization. The best managers select employees for talent versus skill/experience, focus on the right outcomes of a role (not the compliance to the steps) and help people grow by becoming more of who they are versus who they are not.

## THIS PROGRAM WILL HELP EXECUTIVES:

- Identify what really matters to your employees.
- Understand what great managers know and do differently.
- Implement tactics to increase employee engagement, profits, customer loyalty, and reduce turnover rate.



**Curt Coffman**

*Curt Coffman consults and presents to Fortune 100 and 500 companies and his work spans the Western Hemisphere, Europe, Asia and the Middle East. A New York Times best-selling author, researcher, business scientist, consultant to the University of Denver and Fortune 100 and 500 organizations, and MBA and Executive Fellow at the Daniels College of Business - University of Denver, Coffman has invested more than 30 years in the science of high-performance cultures. An insightful and completely engaging speaker, Coffman has presented to thousands of groups on the topic of great cultures and their organizational growth and engaged customers.*

*Coffman virtually created the engagement movement and is currently changing the way organizations think about their culture, their managers and their business results. His mission is to help organizations their leaders, managers and associates to create more engaging and productive workplaces to secure the loyalty and growth of their customers and business. As senior partner and chief science officer of the Coffman Organization, Coffman has studied hundreds of organizations and millions of employees and customers. He was formerly the Global Practice Leader for employee and customer engagement at Gallup for 22 years.*

*His work launched a new era in employee and management development with First, Break All the Rules: What the World's Greatest Managers do Differently, one of the best-selling management books of all time. He followed that up with another best-selling book, Follow This Path: How the Worlds Greatest Organizations Drive Growth by Unleashing Human Potential. His new book (co-authored with Dr. Kathie Sorensen) is Culture Eats Strategy for Lunch: The Secret of Extraordinary Results.*

## EXECUTIVE DEVELOPMENT PROGRAM

APRIL 23, 2015

1:00 PM–4:30 PM (HALF-DAY)

**PUBLIC \$995 (FULL-DAY), \$580 (HALF-DAY)**

**UD ALUMNI \$945 (FULL-DAY), \$580 (HALF-DAY)**

**PARTNER \$870 (FULL-DAY), \$580 (HALF-DAY)**

# CULTURE EATS STRATEGY FOR LUNCH: THE SECRET OF EXTRAORDINARY RESULTS

Looming between the strategy and the outcomes desired is the organization: roughly defined by people, management and structure. Of these three components, structure is the easiest to change - and that alone explains corporations' fondness for reorganization and process improvement. Restructuring certainly does create change, but often the end results are not entirely predictable. Rather than closing the gap, structure and process change often create a larger gap in terms of business results. The real gain relative to the "strategy gap" can only be overcome by changing the way people work, individually and collectively. People and managers are the building blocks of culture.

Inspired by a quip attributed to management guru Peter Drucker, "Culture Eats Strategy for Breakfast," this program is about turning culture into competitive advantage. Culture isn't the enemy of strategy and performance, but an equal player in the game, not to be underestimated or overlooked. Culture Eats Strategy for Lunch is for everyone trying to work within a culture to make something happen. Each of us moves daily through a myriad of cultures, from neighborhood to organization, school and church. And it is our connection to those cultures which either inspires the best within us or reduces us to average.

This latest research follows in the tradition of *First, Break All the Rules* in that the secrets come from the study of high-performing organizations, where culture drives results. Effective culture is like a six-lane suspension bridge, and poor culture is like a swinging bridge strung together with fraying rope. The program will outline the practices of extraordinary cultures and their uninspiring counterparts. The qualities that make a culture excellent are about 80 percent generic and 20 percent unique. Competitive advantage results from the 20 percent that slam-dunks the brand promise to the customer.

## THIS PROGRAM WILL HELP EXECUTIVES:

- Identify practices and processes of a BridgeCulture to connect people to purpose.
- Maximize the full potential of your workforce to achieve extraordinary results.
- Recognize factors that get in the way of building the type of culture that can give your organization a competitive advantage.



**Curt Coffman**

*Curt Coffman consults and presents to Fortune 100 and 500 companies and his work spans the Western Hemisphere, Europe, Asia and the Middle East. A New York Times best-selling author, researcher, business scientist, consultant to the University of Denver and Fortune 100 and 500 organizations, and MBA and Executive Fellow at the Daniels College of Business - University of Denver, Coffman has invested more than 30 years in the science of high-performance cultures. An insightful and completely engaging speaker, Coffman has presented to thousands of groups on the topic of great cultures and their organizational growth and engaged customers.*

*Coffman virtually created the engagement movement and is currently changing the way organizations think about their culture, their managers and their business results. His mission is to help organizations their leaders, managers and associates to create more engaging and productive workplaces to secure the loyalty and growth of their customers and business. As senior partner and chief science officer of the Coffman Organization, Coffman has studied hundreds of organizations and millions of employees and customers. He was formerly the Global Practice Leader for employee and customer engagement at Gallup for 22 years.*

*His work launched a new era in employee and management development with *First, Break All the Rules: What the World's Greatest Managers do Differently*, one of the best-selling management books of all time. He followed that up with another best-selling book, *Follow This Path: How the World's Greatest Organizations Drive Growth* by Unleashing Human Potential. His new book (co-authored with Dr. Kathie Sorensen) is *Culture Eats Strategy for Lunch: The Secret of Extraordinary Results*.*

## EXECUTIVE DEVELOPMENT PROGRAM

**MAY 13, 2015**  
**8:30 AM–1:00 PM**

**PUBLIC \$995**  
**UD ALUMNI \$945**  
**PARTNER \$870**

# THANKS FOR THE FEEDBACK: THE ART AND SCIENCE OF RECEIVING FEEDBACK WELL

Honest feedback is critical to professional development, to employee satisfaction and engagement, to a team's ability to solve problems while maintaining good working relationships. And yet, few organizations in the world feel they've got feedback "right." Fifty-five percent of employees say their performance review is inaccurate or unfair, and lack of meaningful feedback is the No. 1 reason cited by talent exiting an organization.

The typical approach to feedback is to encourage managers to be more skillful and persistent in their delivery of a performance improvement message. But if the receiver is unwilling or unable to take in the feedback – to truly understand it – there's only so far that skillfulness or even persistence can go. It doesn't matter how much authority or power the giver's got; the receiver is in charge of what they let in and whether and how they choose to change.

Sheila Heen, co-author of the international best-seller, *Difficult Conversations* and the newly published book, *Thanks for the Feedback* describes why our usual approach to improving the quality of feedback conversations doesn't work and why the smart money for leaders is on learning to receive feedback, rather than to give it.

In this groundbreaking new perspective, you will have the opportunity to take a hard look at how you react to feedback and learn how to turn even off-base, crazy-making feedback into sustainable learning and growth.

## THIS PROGRAM WILL HELP EXECUTIVES:

- Recognize your triggers when receiving feedback (and how to avoid triggering others when delivering feedback).
- Create a learning culture in your organization by cultivating a growth mindset and a cultural norm of appreciation, and sharing responsibility for accelerating each person's learning.
- Acquire concrete strategies for improving the quality of feedback conversations in your organization, which will improve working relationships, performance and communication skills among their teams.



**Sheila Heen**

*Sheila Heen is a founder of Triad Consulting Group and a lecturer on law at Harvard Law School. Her corporate clients include MITRE, BAE Systems, HSBC, Tatweer of Dubai, Unilever, the Federal Reserve Bank, Standard Bank of South Africa, Merck and numerous other businesses. She often works with executive teams, helping them to work through conflict, repair working relationships and make sound decisions together. In the public sector she has also provided training for the New England Organ Bank, the Supreme Court of Singapore and the Obama Administration.*

*Heen has spent the last 20 years with the Harvard Negotiation Project, developing negotiation theory and practice. She specializes in particularly difficult negotiations – where emotions run high and relationships become strained. Heen is co-author of the New York Times business best-seller *Difficult Conversations: How to Discuss What Matters Most* (Penguin, 2000). Her new book, *Thanks for the Feedback: The Science and Art of Receiving Feedback Well (Even When It is Off-Base, Unfair, Poorly Delivered and Frankly, You're Not in the Mood)* from Viking/Penguin was released in March 2014.*

*One of the side benefits of writing *Difficult Conversations* has been the chance to appear on shows as diverse as Oprah and The G. Gordon Liddy Show, NPR's The Diane Rehm Show, Fox News and CNBC's Power Lunch. Heen is a graduate of Occidental College in Los Angeles and Harvard Law School.*

## EXECUTIVE DEVELOPMENT PROGRAM

**JUNE 11, 2015**  
**8:30 AM–4:30 PM**

**PUBLIC \$995**  
**UD ALUMNI \$945**  
**PARTNER \$870**

# BREAKTHROUGH LEADERSHIP: LEADERSHIP STRATEGIES THAT WILL CHANGE YOUR LIFE

No matter your industry, you are in the BREAKTHROUGH business! Every day you seek to break through with customers or clients or employees to generate loyalty, satisfaction and relationship. A huge key to lasting success in your organization is breaking through with your own team members so they eagerly embrace personal responsibility, committed purpose and leadership. They must see themselves as breakthrough leaders! And especially in times of change and challenge, they must focus persistently on what they CAN do rather than wasting time and energy on the things they don't control.

As a leader, if you clearly communicate the vision you have for others, you can actually create a "magnetic force" that draws them toward those positive expectations. Breakthrough leadership is full-spectrum leadership that teaches participants how to take their team to the next level.

So, what separates a breakthrough leader from a leader? A breakthrough leader masters five key elements: shape the future; energize and engage; build people and build teams through recognition, acknowledgement and, most of all, appreciation; deliver extraordinary results; and model personal excellence, integrity, responsibility and humility.

In this vibrant, engaging presentation, you'll gain new appreciation for the impact you have on others and how you can make a genuine difference! The session presents a fresh, new and exciting vision of leadership.

## THIS PROGRAM WILL HELP EXECUTIVES:

- Ignite "E" Power (energy, enthusiasm, eagerness) in your team - the No. 1 key to igniting others and self.
- Be fully present - the key to building people, trust and balance.
- Master and implement the most surprising and powerful essentials to recognition, acknowledgement and appreciation.



**Brian Biro**

*Brian Biro is America's breakthrough coach! He is one of the nation's foremost speakers and teachers of leadership, possibility, thinking, thriving on change and team building. He has delivered more than 1,400 presentations around the world in the past 23 years. His clients include diverse organizations such as Lockheed Martin, the U.S. Army, Microsoft, Kaiser Permanente, Starbucks, Boeing, Allstate Insurance, Good Samaritan Hospital and hundreds more. A major client offered the best introduction about Biro's impact when he said, "Brian Biro has the energy of a 10 year old, the enthusiasm of a 20 year old, and the wisdom of 70 year old".*

*Brian is the author of 10 books, including the best-seller Beyond Success, which reached No. 16 on the amazon.com top 100 - from over 2 million titles. Brian was rated No. 1 from over 40 speakers at four consecutive Inc. Magazine international business conferences. He graduated with honors from Stanford and served as the president of the UCLA Anderson School of Management Student Association while earning his MBA. He has appeared on Good Morning America, CNN's Business Unusual and the Fox News Channel. He has also been a guest on more than 300 radio programs throughout the country, and is a featured speaker at the Disney Institute in Orlando. Recently he was named one of the UCLA Anderson School of Management's 100 most inspirational graduates in honor of the 75th anniversary of the school. In 2013, Biro was honored as one of the top 70 motivational speakers in the world.*