

EXECUTIVE DEVELOPMENT PROGRAM

2014 PROGRAM CALENDAR

Date	Course	Instructor
1/30	Generational Shift: Creating A Workplace That Works for Talent of All Ages	Bruce Tulgan Author of Okay To Be The Boss
2/27	Help Them Grow or Watch Them Go: Strategies for Developing Your Top Performers	Julie Winkle-Giulioni Co-Founder of DesignArounds
3/19	How Leaders Deliver Sustainable Value: The Why, What, and How of Leadership	Dave Ulrich Top 50 Thinker, Professor at Michigan
4/16	All In: How the Best Leaders Create a Culture of Belief and Drive Results	Chester Elton Best Selling Author of The Casual Principle
5/7	Blue Ocean Strategy: Value Innovation for the 21st Century	Ralph G. Trombetta Value Innovation Associates
6/5	Relationship Capital: Turning Colleagues and Contacts in to Relationships That Work	Tommy Spaulding & Duane Grischow Author of It's Not Just Who You Know

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

Find detailed program descriptions at leadership.udayton.edu.

EXECUTIVE DEVELOPMENT PROGRAM

WHICH WORKSHOPS SHOULD YOU CHOOSE?

Just as every business is different, so is every executive. Whether you need to better shape strategy or learn to attract new talent, this chart will help you pinpoint your needs and pick classes to help fulfill them.

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

EXECUTIVE DEVELOPMENT 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	
1/30	Generational Shift: Creating a Workplace That Works for Talent of All Ages																							
2/27	Help Them Grow or Watch Them Go: Strategies for Developing Your Top Performers																							
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	WellBeing: The Five Essential Elements Impacting Performance and Satisfaction (P.M.)																							
10/22	Influencer: Develop the Power to Change Anything (A.M.)																							
	Crucial Conversations for Leaders: Tools for Talking When Stakes are High (P.M.)																							
11/13	Leadership Accountability: Creating and Sustaining a High-Performing Organization																							

EXECUTIVE DEVELOPMENT PROGRAM

JANUARY 30, 2014
8:30 A.M.—4:30 P.M.

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

GENERATIONAL SHIFT: CREATING A WORKPLACE THAT WORKS FOR TALENT OF ALL AGES

Generational issues in the workplace have never been more pressing or complex. For nearly two decades, Bruce Tulgan and his firm RainmakerThinking Inc. have been tracking the hopes, fears, and aspirations of people across all generations. RainmakerThinking's ongoing study, *Generational Shift in the Workplace*, reveals strong generational trends in career paths, management practices, attitudes, expectations and behavior in the workplace.

With the last of the preboomers exiting the workforce, the baby boomers (35% of the workforce; born 1946-64) will soon follow. In the middle, generation X (28%; born 1965-77) is now the prime age workforce, moving into positions of leadership and responsibility. The prime age work force has traditionally been the stable center organizations take for granted. But gen-Xers, lifelong free agents, are fast redefining the role of the prime age workforce.

In *Not Everyone Gets a Trophy*, Bruce describes generation Y (those born between 1978 and 1989) – already 30% of the North American workforce – as “the most high-maintenance workforce in history” but with the potential to be “the most high-performing workforce in history.” Now, RainmakerThinking is tracking the new cohort, generation Z (born 1990 and later) – already 6% of the workforce and the fastest-growing segment.

Tulgan separates the facts from the myths about today's young workers and shares verbatim (and often hilarious) quotes from young workers and their managers. Tulgan offers actionable advice for leaders to better recruit, train, engage, develop, motivate and retain the best of the next generation of talent.

THIS PROGRAM WILL HELP EXECUTIVES:

- Use generational diversity as a lens to understand the changing workplace.
- Evaluate the generation mix in your team organization.
- Offer the latest strategies and best practices for engaging Generations X, Y and Z.



Bruce Tulgan

Bruce Tulgan is internationally recognized as the leading expert on young people in the workplace and one of the leading experts on leadership and management. Bruce is a best-selling author, an adviser to business leaders all over the world, and a sought-after keynote speaker and management trainer.

In recent years, Tulgan was named by Management Today as one of the few contemporary figures to stand out as a “management guru” and was named to the 2009 Thinkers50 rising star list. He has been called “the new Tom Peters.”

Tulgan's newest book is titled It's Okay To Manage Your Boss. He authored the recent best-seller It's Okay To Be The Boss and The Classic Managing Generation X. His other books include Winning The Talent Wars, the best-seller Fast Feedback, Not Everyone Gets A Trophy: How To Manage Generation Y, and Managing The Generation Mix.

Tulgan's writing appears regularly in human resources, staffing and management journals, magazines and newspapers, including a new regular column in TRAINING magazine called “Sticky Notes” a regular column in the New York Enterprise Report. His work has also been published in the Harvard Business Review, Businessweek, HR Magazine, The New York Times, the Los Angeles Times and USA Today.

EXECUTIVE DEVELOPMENT PROGRAM

FEBRUARY 27, 2014
8:30 A.M.–4:30 P.M.

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

HELP THEM GROW OR WATCH THEM GO: STRATEGIES FOR DEVELOPING YOUR TOP PERFORMERS

Engagement. Discretionary effort. Improved bottom-line results. What organization doesn't want them? But the real question is: what do employees want? Interesting work and someone who cares about their growth and career. A focus on career development is a logical yet elusive solution.

In today's fast-paced, filled-to-capacity workplace, the traditional view of career development doesn't seem to be getting the traction many organizations would like. A new lens and a new cadence are required to unleash the potential that a focus on development offers. Organizations – and the leaders within them – that embrace this new view succeed at integrating development into the day-to-day rhythm of the workflow in practical and powerful ways.

This interactive workshop, based on the best-seller *Help Them Grow or Watch Them Go: Career Conversations Employees Want*, offers an immersive opportunity for leaders to develop the skills to facilitate career conversations to help their employees excel. Not only are these conversations great for the employee, but they provide tremendous benefits to the organization, better results, reduced turnover and higher level of engagement.

This program is built around a series of short, intentional conversations that allow participants to experience just how powerful and possible a conversation-centered approach to career development is. Additional proven adult learning methods include interactive exercises, assessments, tailored cases, reflection, intention-setting, rehearsal and feedback.

THIS PROGRAM WILL HELP EXECUTIVES:

- Understand the fundamental importance of career conversations in the workplace.
- Demonstrate a range of tools and skills designed to inspire reflection, understanding, focus and action through conversation.
- Transform everyday workplace occurrences into powerful career development opportunities.



Julie Winkle-Giulioni

With more than two decades of professional experience, Julie Winkle-Giulioni consults with a wide range of organizations and businesses to improve productivity and results through targeted learning and development initiatives. She works with clients internationally to design, develop, facilitate and evaluate performance improvement strategies in support of business needs.

Previous to founding DesignArounds, Winkle-Giulioni led the product development effort at AchieveGlobal, the world's largest training provider. In that role, she architected, conducted and published feasibility and competency research.

Industry awards and include recognition from Human Resource Executive magazine's top 10 training products, the CINDY Awards, Joey, NewMedia INVISION, ITVA, the New York Film Festival, and Lguide recognition for developing "e-learning at its best." Winkle-Giulioni's work has been published in AFSM International Journal, The Professional Journal, the Academy of Human Resource Development and High Technology Service Management. Her speaking engagements include the ASTD International Conference & Exposition and Web-Based Training Producers' and Executive Conferences.

Winkle-Giulioni is the co-author of the best-seller, Help Them Grow or Watch Them Go: Career Conversations Employees Want. She's a sought-after speaker and regular contributor to SmartBrief and The Conference Board.

EXECUTIVE DEVELOPMENT PROGRAM

MARCH 19, 2014
8:30 A.M.—4:30 P.M.

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

HOW LEADERS DELIVER SUSTAINABLE VALUE: THE WHY, WHAT AND HOW OF LEADERSHIP

More has been written about leadership than almost any other topic. Most of us have experiences with both good and bad leaders who have influenced our personal performance and the effectiveness of our organization. In this cluttered landscape, Dave Ulrich has brought clarity for those who want to be better leaders and for those charged with building better leadership in their organizations. In this pragmatic and action-oriented workshop, we will answer three simple questions.

First, why does leadership matter? We will help participants recognize how leadership affects employee productivity and strategic results inside the company and shareholder value and customer loyalty outside the company. This will create a business case for personal and organizational investments in leadership.

Second, what does it mean to be an effective leader? We will identify emerging trends on what it means to be an effective leader. This work focuses on leaders mastering leadership basics (called the leadership code) and understanding unique leadership requirements (called the leadership brand). Participants will be able to define what makes an effective leader and learn how to invest to build better leadership.

Third, how do you sustain leadership? Most leaders know what to do, but don't always do it. We will examine seven disciplines of leadership sustainability and apply them to personal improvements and organizational leadership.

Participants will leave this session with insights and actions that will help them be better leaders and build better leadership in their organizations.

THIS PROGRAM WILL HELP EXECUTIVES:

- Understand why leadership delivers strategic advantages and value to their organization.
- Define the requirements of effective leadership through the leadership code and their leadership brand.
- Ensure that leadership aspirations are sustained through the seven disciplines of leadership sustainability.



Dave Ulrich

Dave Ulrich is a professor at the Ross School of Business at the University of Michigan and a partner at tThe RBL Group, a consulting firm focused on helping organizations and leaders deliver value. He studies how organizations build capabilities of leadership, speed, learning, accountability and talent through leveraging human resources. He has helped generate award-winning databases that assess alignment among strategies, organization capabilities, HR practices, HR competencies, and customer and investor results.

Ulrich received the Lifetime Achievement Award from HR Magazine in 2012 for being the "father of modern human resources." In 2011, he was ranked the No. 1 most influential international thought leader in HR by HR Magazine. The same year, he was ranked No. 23 on the Thinkers50 list as a management thought leader and was ranked in the Top 100 Thought Leaders in Trustworthy Leadership Behavior.

Ulrich has published more than 200 articles and book chapters along with more than 25 books. Besides being a No. 1 best-selling author, he is a highly sought-after consultant and speaker. Ulrich is also a graduate of Brigham Young University.

EXECUTIVE DEVELOPMENT PROGRAM

APRIL 16, 2014

8:30 A.M.–4:30 .PM.

PUBLIC \$995

UD ALUMNI \$945

PARTNER \$870

ALL IN: HOW THE BEST LEADERS CREATE A CULTURE OF BELIEF AND DRIVE RESULTS

To have any hope of succeeding as a leader, you need to get your people “all in.” A strong culture is a competitive differentiator that can separate your organization from others.

Whether you lead the smallest of teams or a multicontinent organization, you are the owner of a work culture – congratulations – and few things will have a bigger impact on your performance than getting your people to buy into your ideas and your cause and believe what they do matters.

Teaming up with research giant Towers Watson, Elton and his co-author, Adrian Gostick, conducted an unprecedented 300,000-person study during the worst of the recession. Based on this breakthrough research and their extensive consulting experience with the who’s who of successful companies, Elton presents a seven-step roadmap that all leaders can follow to create a high-achieving culture within their own teams.

With the most current data available on corporate culture, Elton offers specific how-tos for each of the seven steps. He will relate fascinating stories of leaders in action that vividly depict just how these powerful methods can be implemented. This program will empower leaders everywhere to inspire a new level of commitment and performance.

THIS PROGRAM WILL HELP EXECUTIVES:

- Understand three research-based characteristics of the world's most profitable and productive organizational team cultures.
- Implement seven steps today's most successful leaders use to generate buy-in.
- Build a productive workgroup culture of their own where employees commit to the culture and give that extra push of effort.



Chester Elton

Called the “apostle of appreciation” by the Globe and Mail, Canada's largest newspaper, and “creative and refreshing” by The New York Times, Chester Elton is co-author of several international best-sellers. All In, The Carrot Principle and The Orange Revolution, by Simon & Schuster, were New York Times and No. 1 Wall Street Journal best-sellers. His books have been translated into more than 30 languages and have sold more than a million copies worldwide.

As a motivation expert, Elton has been featured in The Wall Street Journal, Washington Post, and Fast Company and has appeared on NBC's Today show, CNN and CBS's 60 Minutes. He is a regular contributor to Inc. Magazine, which recently dubbed Elton and his co-author “the culture gurus,” and you may have read his articles on LinkedIn. As an LinkedIn Influencer, more than 300,000 people view Elton's posts every month.

As founder of the global consulting company The Culture Works, Elton works with the leadership teams of firms such as Cigna, American Express, Procter & Gamble, AT&T and Texas Roadhouse.

EXECUTIVE DEVELOPMENT PROGRAM

MAY 7, 2014

8:30 A.M.–4:30 P.M.

PUBLIC \$995

UD ALUMNI \$945

PARTNER \$870

BLUE OCEAN STRATEGY: VALUE INNOVATION FOR THE 21ST CENTURY

Although the term "blue oceans" is new, their existence is not. They are a feature of business life, past and present. Many industries such as automobiles, music recording, aviation and health care – to name a few – were unheard of a hundred years ago. More recently, a plethora of multibillion-dollar industries have been created – overnight express mail, digital music, coffee bars, discount retail and cell phones. If history is any predictor of the future, we would expect to find many new industries and products created in the years ahead.

As you face an onslaught of changes in your industries, customer demands, technology new competitors, how can you direct strategic thinking to go beyond conventional competition-based strategic planning methods which defend your position in the red ocean of bloody competition? Blue Ocean Strategy encourages you to look beyond where you are competing today and provides you with a set of tools and frameworks to help you develop the capacity to think creatively with respect to creating new market space. In short, the aim of BOS is to create strategic moves that make your competition irrelevant by providing a quantum leap in buyer value and a lowering of your industry costs.

Based on the book *Blue Ocean Strategy* by W. Chan Kim and Renée Mauborgne of INSEAD, the leading business school in Europe, Trombetta has created a one-day program to help you understand the key ideas and frameworks of this worldwide best-selling business concept. Trombetta will illustrate the core ideas of BOS and show you how to apply tools like the strategy canvas to visualize your business or product/service strategy and the Four Actions Framework to create value innovations. He will also discuss methods for looking beyond the boundaries of conventional competition-based business strategies.

THIS PROGRAM WILL HELP EXECUTIVES:

- Understand the strategic logic behind blue ocean strategies and how they differ from traditional competition-based approaches.
- Discuss the connection between BOS and business model innovation.
- Get started on developing a strategy canvas for your business area and applying the principles of value innovation.



Ralph G. Trombetta

Ralph Trombetta is a senior strategist in the Blue Ocean Strategy network, founded by Professors W. Chan Kim and Renée Mauborgne. As a member of the authors' core team, he helped to commercialize the ideas and launch the book. Trombetta has been recognized as a leading practitioner of BOS and has worked in the United States, Europe, South America and Asia with very large Fortune 50 companies as well as smaller firms and family businesses.

Trombetta is the founder of Value Innovation Associates, a strategic innovation consultancy. He has been an adjunct professor of management at the Gabelli School of Business at Fordham University in New York City where he regularly teaches in the EMBA program. Prior to launching Value Innovation Associates, Trombetta was a vice president and member of the executive committee at Emergence Consulting, a global strategy consulting firm in Boston, and a principal in Renaissance Strategy, creators of the balanced scorecard founded by Drs. Kaplan and Norton from the Harvard Business School. He worked at IBM for 10 years and was an original member of the IBM Worldwide Consulting Group.

Trombetta holds an M.B.A. from the NYU Stern School of Business and has been recognized by the authors of Blue Ocean Strategy in the book's preface. He is a recognized speaker in executive education programs.

EXECUTIVE DEVELOPMENT PROGRAM

JUNE 5, 2014

8:30 A.M. – 4:30 P.M.

PUBLIC \$995

UD ALUMNI \$945

PARTNER \$870

RELATIONSHIP CAPITAL: TURNING COLLEAGUES AND CONTACTS INTO RELATIONSHIPS THAT WORK

Today's business landscape is complex, always changing and extremely competitive. Internally, within any organization, leaders are expected to inspire their team. Externally, we need to grow our customer base and develop stronger relationships. We are all searching for the answers. Technology plays a part. But at the end of the day, everybody has access to the same arsenal of tools from Facebook, Twitter and LinkedIn to email, telephone and text communications to attempt to "build" relationships.

So with the playing field equal, what really matters? Think about it. If you're picking between two vendors or clients who want your business, two nonprofits that need your donation or two investors who are considering funding your venture, what do you consider? Quality is important and price matters. But what about trust? Whom do you really know? It always comes down to this most important question. Whom do you have a relationship with?

Learn the strategies and skills to achieve professional and personal success through deeper, more authentic relationships (first floor to fifth floor) with customers, clients and employees. How do you measure up in relationship excellence? Many people lack the skills, confidence or motivation to build professional relationships that go beyond mere networking, collecting business cards or capturing contacts via social networking. With the outlook of the economic climate, building deep and lasting relationships is the ultimate lifeline for your life and organization.

THIS PROGRAM WILL HELP EXECUTIVES:

- Understand why ROR (return on relationships) is the new currency driving ROI.
- Create a relationship game plan that can effectively be used daily and weekly.
- Implement the five floors of relationships and utilize them with your team or clients to build relationship capital and results.



Tommy Spaulding

Tommy Spaulding is president of the Spaulding Companies Corporation, a national leadership development, speaking, training, consulting and executive coaching organization. A world-renowned speaker on leadership, Spaulding has spoken to hundreds of organizations, associations, educational institutions and corporations around the globe. His first book, It's Not Just Who You Know (Transform Your Life and Your Organization by Turning Colleagues and Contacts into Lasting, Genuine Relationships), is a New York Times, Wall Street Journal and USA Today national best-seller.

Spaulding earned a B.A. in political science from East Carolina University; an M.B.A. from Bond University in Australia, where he was a Rotary Ambassadorial Scholar; and an M.A. in nonprofit management from Regis University. Spaulding received an honorary Ph.D. in humanities from The Art Institute of Colorado.

Duane Grischow is a professional trainer and facilitator with more than 20 years of international leadership, team building and life skills development experience with groups ranging from youth to collegiate to corporate. Today, as part of Spaulding Companies, Grischow's thoughtful and engaging curriculum brings the principles of It's Not Just Who You Know to life for practical application and lasting impact.



Duane Grischow

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.*

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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.



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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.**