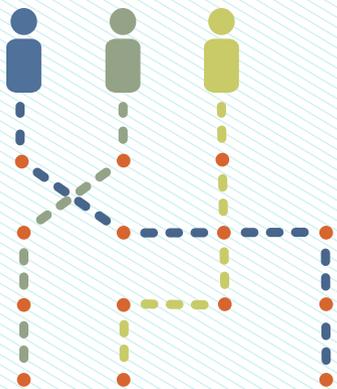


EXECUTIVE DEVELOPMENT PROGRAM

THE BEST LEADERS NEVER STOP LEARNING.



The Executive Development programs are where senior leaders meet face-to-face with some of the most regarded and influential thinkers in the leadership field, like Charlene Li, Roger Martin, Beverly Kaye and Marcus Buckingham.

Each year, the Center offers a variety of one-day workshops that address most of the topics that impact senior level leaders. Rather than commit to a week-long program, you can customize your development and choose which workshops best address your needs – whether it's personal effectiveness and productivity or leading successful teams and implementing large-scale change efforts. You're in control of your leadership education.

Our programs are collaborative in nature, combining the expertise of our thought leaders with experiences of business leaders who attend. This approach ensures that the content is always relevant, so that leaders come away with the insights, tools and tactics they need to drive lasting change in their organization.

THE BENEFITS

- Become a more effective leader and make a greater impact in your business through learning experiences that focus on your organization.
- Gain access to world-class executive education delivered locally by some of the best minds in business – nationally and globally.
- Connect with accomplished peers and executives in an environment that encourages learning and growth for you and your organization.
- Take advantage of the Center's flexibility to participate only in those programs that fit your personal and organizational development needs.

EXECUTIVE DEVELOPMENT PROGRAM

2015 PROGRAM CALENDAR

Date	Course	Instructor
2/10	The Corporate Athlete Advantage: Manage Energy, Maximize Engagement & Increase Performance	Chris Jordan Human Performance Institute, Author of <i>Energy Everyday</i> and Creator of The 7 Minute Workout
3/11	Communication That Works: Three Habits to Influence Others and Make Things Happen	Connie Dieken Best Selling Author, Executive Coach and Communications Expert
4/23	First, Break All the Rules: What the World's Greatest Managers Do Differently (A.M.)	Curt Coffman Fortune 100 Consultant, Best Selling Author and Researcher
4/23	Culture Eats Strategy for Lunch: The Secret of Extraordinary Results (P.M.)	Curt Coffman Fortune 100 Consultant, Best Selling Author and Researcher
5/13	Thanks for the Feedback: The Science and Art of Receiving Feedback Well	Sheila Heen Harvard Professor & Best-Selling Author of <i>Difficult Conversations</i>
6/11	Breakthrough Leadership: Leadership Strategies That Will Change Your Life	Brian Biro America's Breakthrough Coach, Top Rated Speaker and Author

Date	Course	Instructor
9/10	What Got You Here Won't Get You There: Leadership Strategies for Developing Yourself (A.M.)	Marshall Goldsmith, PhD Thinker 50, One of the Worlds Leading Executive Educators and Coaches
9/10	Triggers: Becoming the Person that We Want to Be (P.M.)	Marshall Goldsmith, PhD Thinker 50, One of the Worlds Leading Executive Educators and Coaches
10/06	Happy People, Bottom-Line Results, and The Power to Deliver Both	Tasha Eurich, PhD Executive Coach, Speaker and Best-Selling Author
10/29	The Challenge of Change: How Leaders Build Individual & Organizational Resilience	Nick Petrie Senior Faculty at the Center for Creative Leadership
11/18	100% Responsible /0% Excuses: Creating a Culture of Accountability	John Izzo, PhD International Best-Selling Author, Corporate Advisor and Speaker

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 UDCL 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
2/10	The Corporate Athlete Advantage: Manage Energy, Maximize Engagement & Increase Performance	Addressed				Addressed	Addressed				Addressed	Addressed				Addressed	Addressed				Addressed	Addressed	Addressed
3/11	Communication that Works: Three Habits to Influence Others and Make Things Happen						Addressed	Addressed		Addressed	Addressed	Addressed		Addressed	Addressed						Addressed	Addressed	Addressed
4/23	First Break All the Rules: What the World's Greatest Managers Do Differently (A.M.)	Addressed	Addressed		Addressed	Addressed	Addressed		Addressed	Addressed	Addressed	Addressed									Addressed	Addressed	Addressed
4/23	Culture Eats Strategy for Lunch: The Secret to Extraordinary Results (P.M.)	Addressed	Addressed		Addressed	Addressed	Addressed	Addressed	Addressed	Addressed	Addressed	Addressed									Addressed	Addressed	Addressed
5/13	Thanks for the Feedback: The Science and Art of Receiving Feedback Well	Addressed				Addressed			Addressed		Addressed	Addressed				Addressed					Addressed	Addressed	Addressed
6/11	Breakthrough Leadership: Leadership Strategies That Will Change Your Life	Addressed	Addressed			Addressed	Addressed	Addressed	Addressed	Addressed	Addressed	Addressed				Addressed					Addressed	Addressed	Addressed
9/10	What Got You Here Won't Get You There: Leadership Strategies For Developing Yourself (A.M.)					Addressed	Addressed		Addressed		Addressed	Addressed									Addressed	Addressed	Addressed
9/10	Triggers: Becoming the Person that We Want to Be (P.M.)					Addressed	Addressed	Addressed	Addressed		Addressed	Addressed				Addressed					Addressed	Addressed	Addressed
10/6	Happy People, Bottom-Line Results, and The Power to Deliver Both	Addressed	Addressed			Addressed	Addressed	Addressed	Addressed		Addressed	Addressed				Addressed					Addressed	Addressed	Addressed
10/29	The Challenge of Change: How Leaders Build Individual & Organizational Resilience	Addressed	Addressed		Addressed		Addressed	Addressed	Addressed		Addressed	Addressed				Addressed					Addressed	Addressed	Addressed
11/18	100% Responsible/0% Excuses: Creating a Culture of Accountability	Addressed				Addressed	Addressed	Addressed	Addressed	Addressed	Addressed	Addressed	Addressed			Addressed	Addressed				Addressed	Addressed	Addressed

EXECUTIVE DEVELOPMENT PROGRAM

FEBRUARY 10, 2015

8:30 A.M.—4:30 P.M.

PUBLIC \$995

UD ALUMNI \$945

PARTNER \$897

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 Ingraham Show, Men's Journal, Women's Health, Shape and more.

EXECUTIVE DEVELOPMENT PROGRAM

MARCH 11, 2015

8:30 A.M.—4:30 P.M.

PUBLIC \$995

UD ALUMNI \$945

PARTNER \$897

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, and 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® – that 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 an 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 A.M.–12:00 P.M. (HALF DAY)

PUBLIC \$995 (FULL DAY), \$598 (HALF DAY)

UD ALUMNI \$945 (FULL DAY), \$598 (HALF DAY)

PARTNER \$897 (FULL DAY), \$598 (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, 12 (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 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 and 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 at the 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 and 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

APRIL 23, 2015

1 P.M.–4:30 P.M. (HALF DAY)

PUBLIC \$995 (FULL DAY), \$598 (HALF DAY)

UD ALUMNI \$945 (FULL DAY), \$598 (HALF DAY)

PARTNER \$897 (FULL DAY), \$598 (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 at the 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.

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*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 A.M.—4:30 P.M.

PUBLIC \$995
UD ALUMNI \$945
PARTNER \$897

THANKS FOR THE FEEDBACK: THE SCIENCE AND ART 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 number one 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 The Oprah Winfrey Show 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 A.M.—4:30 P.M.

PUBLIC \$995

UD ALUMNI \$945

PARTNER \$897

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 a 70-year-old".

Biro 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. He 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.

EXECUTIVE DEVELOPMENT PROGRAM

SEPTEMBER 10, 2015

8:30 A.M.–12:00 P.M.

PUBLIC \$995 (FULL DAY), \$598 (HALF DAY)

UD ALUMNI \$945 (FULL DAY), \$598 (HALF DAY)

PARTNER \$897 (FULL DAY), \$598 (HALF DAY)

WHAT GOT YOU HERE WON'T GET YOU THERE: LEADERSHIP STRATEGIES FOR DEVELOPING YOURSELF

Are you hurting your own chances for success? Sometimes our confidence in ourselves can stand in the way of personal and professional change. The Harvard Business Review asked Marshall Goldsmith about the most common problem leaders face. His response? Interpersonal behavior. Leaders' own behaviors, attitudes and actions are preventing their success.

Goldsmith is a world authority in helping successful leaders achieve positive, lasting change in behavior: for themselves, their people and their teams. In coaching leaders across the globe, he often asks "What's holding you back?" In this program, esteemed author and leadership coach Marshall Goldsmith helps leaders take an introspective look at their own behaviors and identify ways to create lasting positive behavioral change.

Goldsmith has identified 20 career-crunching habits and the thought-provoking equation: "less me+more them= more success as a leader." He will cover many of the habits that get in our way; and provide a healthy, effective approach to changing the behaviors that can derail a leaders' success.

Goldsmith will also discuss the unique challenges faced by successful leaders and how to use 'what to stop' in coaching. Additionally he will share a proven process for leadership training that is based upon award-winning research involving over 86,000 participants in eight major corporations.

THIS PROGRAM WILL HELP EXECUTIVES:

- Identify behavioral issues keeping you from maximizing your own performance.
- Address flaws in order to become a better leader for your team and organization.
- Implement a long-term plan to change negative behaviors.



Marshall Goldsmith

Marshall Goldsmith, Ph.D., was recently recognized as one of the 15 most influential business thinkers in the world in the global biannual study sponsored by The (London) Times and Forbes. Goldsmith is also a world authority in helping successful leaders get even better—by achieving positive, lasting change in behavior for themselves, their people and their teams.

The American Management Association named Goldsmith as one of the 50 great thinkers and leaders who have influenced the field of management over the past 80 years. He is one of only two educators who have won the Institute of Management Studies Lifetime Achievement Award.

Goldsmith is a million-selling author and best seller of many books, including What Got You Here Won't Get You There; Succession: Are You Ready?; The Leader of the Future; and Coaching for Leadership. Goldsmith's Ph.D. is from UCLA's Anderson School of Management, where he was recognized as one of the 100 distinguished graduates in the 75 year history of the school.

EXECUTIVE DEVELOPMENT PROGRAM

SEPTEMBER 10, 2015

1:00 P.M.—4:30 P.M.

PUBLIC \$995 (FULL DAY), \$598 (HALF DAY)

UD ALUMNI \$945 (FULL DAY), \$598 (HALF DAY)

PARTNER \$897 (FULL DAY), \$598 (HALF DAY)

TRIGGERS: BECOMING THE PERSON THAT WE WANT TO BE

In this fast-paced and interactive session, Marshall Goldsmith presents content from his latest book, *Triggers: Becoming the Person that We Want to Be*. As we journey through life, we are constantly being impacted by triggers from the world around us—and we are simultaneously creating our world. How we respond and what we become has a great deal to do with how we engage within the moment.

In this program, Goldsmith will share an exciting new model for creating the future that can be used in life planning, coaching and team building. He will also share his new research on engagement that looks at this topic from a totally different perspective—rather than just focusing on what companies can do to engage their leaders and employees, Goldsmith shows leaders how they can take responsibility for their own engagement.

Engagement and satisfaction at work and in life are critical components in becoming the person that you want to be. Goldsmith shows how the use of daily active questions can increase engagement and satisfaction at work and in life.

THIS PROGRAM WILL HELP EXECUTIVES:

- Understand why the most important factor in engagement is the person, not the program.
- Understand a new model for creating the future that can be used in life planning, coaching and team building.
- Use daily 'active questions' to increase engagement and satisfaction at work and in life.



Marshall Goldsmith

Marshall Goldsmith, Ph.D., was recently recognized as one of the 15 most influential business thinkers in the world in the global biannual study sponsored by The (London) Times and Forbes. Goldsmith is also a world authority in helping successful leaders get even better—by achieving positive, lasting change in behavior for themselves, their people and their teams.

The American Management Association named Goldsmith as one of the 50 great thinkers and leaders who have influenced the field of management over the past 80 years. He is one of only two educators who have won the Institute of Management Studies Lifetime Achievement Award.

Goldsmith is a million-selling author and best seller of many books, including What Got You Here Won't Get You There; Succession: Are You Ready?; The Leader of the Future; and Coaching for Leadership. Goldsmith's Ph.D. is from UCLA's Anderson School of Management, where he was recognized as one of the 100 distinguished graduates in the 75 year history of the school.

EXECUTIVE DEVELOPMENT PROGRAM

OCTOBER 6, 2015

8:30 A.M.—4:30 P.M.

PUBLIC \$995

UD ALUMNI \$945

PARTNER \$897

HAPPY PEOPLE, BOTTOM-LINE RESULTS, AND THE POWER TO DELIVER BOTH

In today's competitive business environment, leadership is as difficult as it is important. Even though research tells us that effective leaders balance people and results, this complicated balancing act is easier said than done. In the quest to create happy employees and drive bottom-line results, most leaders feel more comfortable doing one than the other—choosing either a “Cool Parent” or “Trail of Dead Bodies” approach. And whether they know it or not, this imbalance drastically limits their success.

Organizational psychologist, executive coach, and proud leadership geek Dr. Tasha Eurich (or Dr. T, as she's known by her clients) has solved this dilemma in her New York Times best-selling book, *Bankable Leadership: Happy People, Bottom-Line Results and the Power to Deliver Both*. Built on decades of research and the transformation of real leaders, her fresh, practical model can help anyone become bankable—producing results while fostering a healthy work environment that ensures sustainable success.

In this hands-on, practical workshop, Dr. T will help you master the balance. First, we'll do a deep dive to understand why people and results often feel like a trade-off, but don't have to be. Second, to catalyze your journey to become a more bankable leader, you'll learn your personal preference between people and results—are you a “Cool Parent” or “Trail of Dead Bodies” leader?—and understand what skills you might need to sharpen. Third, we'll learn and practice a few tools to help you master the balance between people and results. Every participant will leave the session with an actionable plan to improve their leadership effectiveness.

THIS PROGRAM WILL HELP EXECUTIVES:

- Understand the tension all leaders feel between putting people first and driving results.
- Discover your own personal preference as a leader and create a simple plan to improve immediately.
- Acquire and practice new skills to help master the balance between people and results.



Tasha Eurich

*Dr. Tasha Eurich (or Dr. T, as her clients call her) is an executive coach, speaker, and New York Times best-selling author of *Bankable Leadership: Happy People, Bottom-Line Results and the Power to Deliver Both*. Her life's work is to help companies succeed by making their leaders AWESOME.*

With a contagious passion and energy, Dr. T pairs her scientific grounding in human behavior with a pragmatic approach to business challenges—she's helped thousands of leaders transform. Her twelve-plus year career in the Fortune 500 world has spanned roles as an external consultant and a direct report to both CEOs and human resources executives.

With a PhD in Industrial-Organizational Psychology from Colorado State University and BAs in Theater and Psychology from Middlebury College, she serves on the faculty of the Center for Creative Leadership, one of the top ten executive development institutions in the world.

*She's also a contributor to *The Huffington Post* and *Entrepreneur Magazine*, and has been featured in outlets like *Forbes*, *The New York Times*, *CNBC*, *Fox Business*, *USA Today*, *Inc. Magazine*, *Newsweek*, *Today*, and *CNN*. She's been named one of *Denver Business Journal's* "40 Under 40" as well as a "Top 100 Thought Leader" by *Trust Across America*, alongside the likes of *Stephen Covey*, *Jim Kouzes*, and *Bill George*.*

EXECUTIVE DEVELOPMENT PROGRAM

OCTOBER 29, 2015
8:30 A.M.—4:30 P.M.

PUBLIC \$995
UD ALUMNI \$945
PARTNER \$897

THE CHALLENGE OF CHANGE: HOW LEADERS BUILD INDIVIDUAL & ORGANIZATIONAL RESILIENCE

The current view of change is the same across many organizations, it is seen as inevitable and constant. While leaders are looking to make personal and/or professional changes a reality for themselves, their team, and/or the organization, creating resiliency is key.

People today are experiencing extremely high levels of stress in the workplace. And organizations are trying to do more with less, further increasing employee workloads. With no end in sight leaders are discovering the impact of pushing themselves and their teams harder than ever. As a leader, you need to learn how to ensure both high performance AND sustainable well-being for yourself and your people.

The Challenge of Change method is an approach to building individual and organizational resilience for the long term. It is based on 30 years of research and its methods are firmly evidence based. At its core, it helps people understand the difference between pressure and stress. Pressure is inevitable, yet stress is something we create. Your ability to build resilience around change for yourself and your team will greatly influence your chances of being successful.

Nick Petrie will also dive into the Polarity of Change and help leaders with understanding and addressing it to create stability for yourself and the team. As change is occurring, the opportunity to point out and create stability within ourselves & the organization is important. This program also utilizes a personal resilience profile that will help you examine your own level of resiliency. By having a better understanding of your own resiliency, you in turn can better lead others with theirs.

THIS PROGRAM WILL HELP EXECUTIVES:

- Identify potential reactions to change and examine the underlying course for resilient behavior.
- Explore the results of your personal resilience profile, outlining your level of stress and approach to dealing with pressure.
- Learn a set of tools for building resilience that you can apply to yourself and your team.



Nick Petrie

Before joining the Center for Creative Leadership, Nick Petrie ran his own consulting company and spent the last several years developing and implementing customized leadership programs for senior leaders around the world. Petrie has worked across industries including government, law, accounting, engineering, construction and telecommunications.

Petrie is a Senior Faculty member with the CCL's Colorado Springs campus. He is a lead faculty for the Leadership Development Program. He is also responsible for the design and delivery of individual, team, and organizational custom and open enrollment solutions.

Petrie holds a Master's degree from Harvard University focused on organizational behavior and leadership development. He also holds two undergraduate degrees from Otago University (New Zealand) in business administration and physical education. At Harvard, Nick was a research associate on the Learning Innovations Laboratory (L.I.L.A.) project, which used conversational analysis to examine a hundred Fortune 500 CLO's over five years to observe the conversational methods which produced the greatest learning and progress groups.

Petrie also completed a research project on the 'Future of Leadership Development' in U.S. companies. He interviewed Fortune 500 CLO's and organizational researchers to determine the trends shaping the current workplace and the methods most likely to work for leader development in the next ten years. This was published as the CCL whitepaper, 'Future Trends in Leadership Development.'

EXECUTIVE DEVELOPMENT PROGRAM

NOVEMBER 18, 2015
8:30 A.M.—4:30 P.M.

PUBLIC \$995
UD ALUMNI \$945
PARTNER \$897

100% RESPONSIBILITY/0% EXCUSES: CREATING A CULTURE OF ACCOUNTABILITY

Taking responsibility means “stepping up” and seeing yourself as the agent of change. Whether it is changing your company or changing the world—it starts with you. Based on his latest book, “Stepping Up: How Taking Responsibility Changes Everything,” John Izzo teaches individuals about a concept he calls 100/0 (100% Responsibility/0 % Excuses) and how each one of us can take greater accountability when we put our excuses aside by focusing on what we can do and the role we play.

Taking responsibility with no excuses for why we can't influence or make things different or better changes everything. The idea is quite simple in theory, but we are really talking about impacting the way we behave as individuals to trust we can positively influence others.

Leaders will leave knowing the main reasons why people don't step up to take responsibility; the keys to getting people to take ownership; and how to influence people to create a culture of ownership. This program will guide leaders to the tools they need to create 100% accountability for themselves and their teams.

Izzo brings compelling examples of how leaders and companies achieved optimal results by creating true ownership. You will leave with ideas and proven methods for getting people to “own” it by inspiring them to see what's in it for them personally when they step up and how it improves their personal brand. Izzo inspires and empowers leaders, from the CEO to the front-line, to think about what they can do personally to step up.

THIS PROGRAM WILL HELP EXECUTIVES:

- Step up and be an agent of change in your organization.
- Set your workplace up for success by implementing the 100/0 approach.
- Understand the roadblocks to creating ownership and accountability.



John Izzo

John Izzo, PhD, provokes greatness in people and companies. He stretches leaders to dream even bigger through intentional leadership. His powerful stories strike a chord with some of the best companies in the world because his concepts apply to "the head and the heart" of individual and collective change. John drives home the importance of people's roles in a company with hard hitting facts from research studies and practical ideas grounded in the "how."

*A leading business advisor, community leader, and bestselling author of six books, John's books include the international bestsellers *Awakening Corporate Soul*, *Values Shift* and *The Five Secrets You Must Discover Before You Die* and *Stepping Up: How Taking Responsibility Changes Everything*.*

*Over the last twenty years he has spoken to over one million people, taught at two major universities, advised over 500 organizations and is frequently featured in the media by the likes of *Fast Company*, *PBS*, *CBC*, the *Wall Street Journal*, *CNN* and *INC Magazine*.*

*He has advised some of the best companies in the world including *DuPont*, *TELUS*, *McDonald's*, *Tim Horton's*, *Westjet*, *RBC*, *Lockheed Martin*, *Qantas Airlines*, *Humana*, *Microsoft* and the *Mayo Clinic*.*

Izzo is a pioneer in the Corporate Social Responsibility and Sustainability movements and is a Distinguished Fellow at the East West Institute—a non-partisan think tank working on international security issues including food, water and energy security.