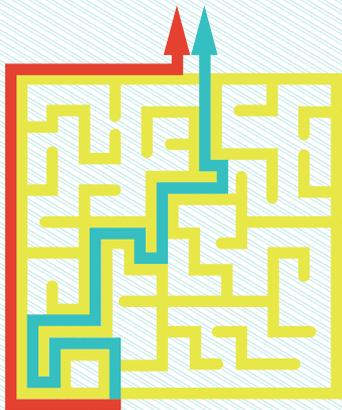


EMERGING LEADER CERTIFICATE PROGRAM

WHY CLIMB THE LADDER WHEN YOU CAN TAKE THE ELEVATOR?



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

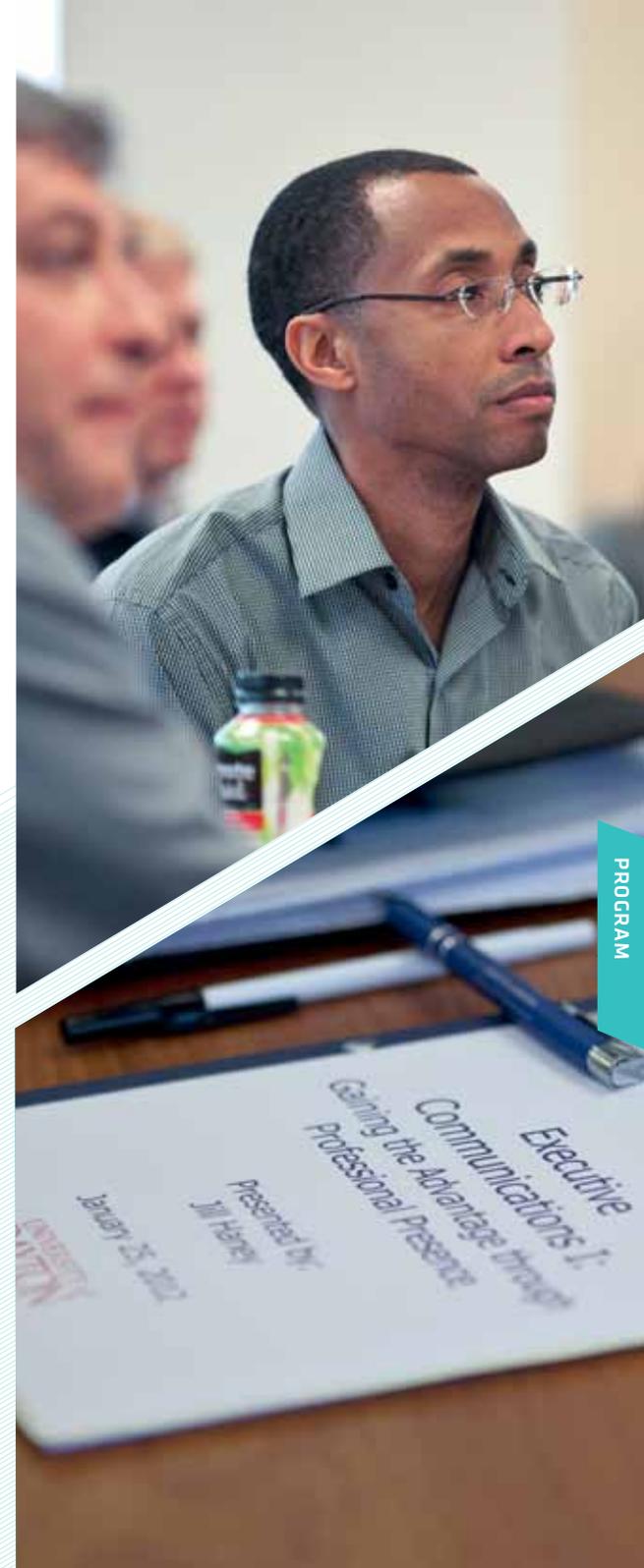
Combining 20 days of leadership and business skill training, multiple assessments, executive coaching and formal mentoring, this program delivers measurable

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

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

THE BENEFITS

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



EMERGING LEADER PROGRAM

2016 PROGRAM CALENDAR

Date	Course	Instructor
1/20/16	Orientation: Using Personality Type & Styles to Foster Leadership	Roger Fortman Fortman & Associates
1/27/16	Executive Communication I: Gaining the Advantage through Professional Presence	Jill Haney JH Image Consulting
2/10/16	Mentor Training	Brent Kondritz University of Dayton
2/23/16	Executive Communication II: The Art of Leadership Communication	Ron Crossland Ron Crossland Leadership Development
3/16/16	Coaching for Performance	Matt Becker Authentic Excellence
4/5/16	Leading Community Collaboration	Steven R. Neiheisel University of Dayton
5/5/16	Creating a Great Workplace Culture	David Robert DR Consulting Group
5/26/16	Learn, Lead & Serve	Brent Kondritz University of Dayton
6/22/16	Executive Effectiveness: Key Strategies for Increasing Engagement	Lisa Beutel University of Dayton

Date	Course	Instructor
7/12-14/16	The Leadership Challenge	Steve Coats Internal Leadership Associates
8/23/16	Leading Change: Mastering the Leadership Challenge of Change	Patti Hathaway The Change Agent
9/7/16	Accounting Fundamentals: Finance for Non-Financial Managers I	Joe Castellano University of Dayton
9/20/16	Finance for Non-Financial Managers II	TBD
10/12/16	Operations Management	Mike Gorman University of Dayton
10/25/16	Marketing Essentials	Irene Dickey University of Dayton
11/17/16	Strategic Management	Vince Lewis University of Dayton
12/6-7/16	Business Simulation	Jim Norris Celemi CSP

Find detailed program descriptions at leadership.udayton.edu.

EMERGING LEADER PROGRAM

WHICH SKILLS MAKE YOUR LEADERS GREAT?

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

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

EMERGING LEADER PROGRAM		THINKING				LEADERSHIP				STRATEGIC MANAGEMENT		INTER-PERSONAL		COMMUNICATION		MOTIVATION		SELF-MANAGEMENT			BREADTH & DEPTH		
Date	Course	Seasoned Judgment	Visionary Thinking	Financial Acumen	Global Perspective	Attracting and Developing Talent	Empowering Others	Influencing and Negotiating	Leadership Versatility	Shaping Strategy	Driving Execution	Building Organization Relationship	Inspiring Trust	Fostering Open Dialogue	High-Impact Delivery	Drive for Stakeholder Success	Entrepreneurial Risk-Taking	Mature Confidence	Adaptability	Career and Self-Direction	Business Situation Versatility	Cross-Functional Capability	Industry Knowledge
1/20	Orientation: Using Personality Type & Styles to Foster Leadership	■						■	■					■				■			■	■	■
1/27	Executive Communication I: Gaining the Advantage through Professional Presence	■						■	■						■			■			■	■	■
2/10	Mentor Training								■							■		■			■	■	■
2/23	Executive Communication II: The Art of Leadership Communication							■	■	■			■	■	■			■			■	■	■
3/16	Coaching for Performance					■	■						■	■		■					■	■	■
4/5	Leading Community Collaboration	■						■	■				■	■				■			■	■	■
5/5	Creating a Great Workplace Environment		■			■	■			■	■		■	■		■	■	■		■	■	■	■
5/26	Learn, Lead & Serve						■					■	■	■		■	■				■	■	■
6/22	Executive Effectiveness: Key Strategies for Increasing Engagement	■				■	■		■							■		■			■	■	■
7/12-14	The Leadership Challenge		■	■		■						■	■						■		■	■	■
8/23	Leading Change: Mastering the Leadership Challenge of Change						■	■	■	■			■	■			■				■	■	■
9/7	Accounting Fundamentals: Finance for Non-Financial Managers I	■		■	■						■					■					■	■	■
9/20	Finance for Non-Financial Managers II	■		■	■						■					■					■	■	■
10/12	Operations Management	■		■	■											■					■	■	■
10/25	Marketing Essentials			■				■			■					■					■	■	■
11/17	Strategic Management	■			■			■			■					■					■	■	■
12/6-7	Business Simulation	■	■	■				■			■					■	■		■		■	■	■

COMPETENCIES

EMERGING LEADER CERTIFICATE PROGRAM

JANUARY 20, 2016

8:30 A.M. – 4:30 P.M.

COMPLETE CERTIFICATE \$13,000

PARTNERS \$12,000

THIS SESSION (PARTNERS ONLY) \$598

ORIENTATION: USING PERSONALITY TYPE & STYLES TO FOSTER LEADERSHIP

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

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

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

THIS PROGRAM WILL HELP LEADERS:

- Assess your preferred personality type and identify the strengths and pitfalls of that type.
- Learn how to interact more effectively with someone whose type preferences are opposite of your own.
- Increase your leadership effectiveness by understanding how your personality style affects your leadership behavior.



Roger Fortman

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

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

EMERGING LEADER CERTIFICATE PROGRAM

JANUARY 27, 2016

8:30 A.M.–1 P.M.

COMPLETE CERTIFICATE \$13,000

PARTNERS \$12,000

THIS SESSION (PARTNERS ONLY) \$598

EXECUTIVE COMMUNICATION I: GAINING THE ADVANTAGE THROUGH PROFESSIONAL PRESENCE

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

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

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

THIS PROGRAM WILL HELP LEADERS:

- Discover the power of first impressions and learn techniques for making a positive, lasting impression.
- Understand the importance of nonverbal communication and how to modify body language to send your message with confidence, conviction and professionalism.
- Apply tips for gaining a competitive edge during business meals and making entertaining customers and business colleagues a natural part of the relationship.



Jill Haney

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

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

EMERGING LEADER CERTIFICATE PROGRAM

FEBRUARY 10, 2016

8:30 A.M.–12:00 P.M.

COMPLETE CERTIFICATE \$13,000

PARTNERS \$12,000

THIS SESSION (PARTNERS ONLY) \$598

MENTOR TRAINING

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

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

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

THIS PROGRAM WILL HELP LEADERS:

- Recognize the differences between formal and informal mentoring.
- Assess your preferred mentoring styles and the styles of your partner.
- Understand and practice four different styles of mentoring and their uses.



Brent Kondritz

Brent Kondritz is the associate director, leadership programs, at the Center for Leadership. Prior to joining the University of Dayton Center for Leadership team, Kondritz held the following positions: corporate trainer, manager of training and development, senior HR manager, director of sales and operations, and director of strategy within Sprint, BellSouth/AT&T and The Berry Company. He is also a certified trainer/practitioner in assessments, leadership and lean practices. Kondritz received his B.S. in marketing and minor in psychology from Eastern Illinois University and his MBA from the University of Nebraska Kearney. He is currently a doctoral candidate in Educational Leadership at the University of Dayton.

EMERGING LEADER CERTIFICATE PROGRAM

FEBRUARY 23, 2016

8:30 A.M. –4:30 P.M.

COMPLETE CERTIFICATE \$13,000

PARTNERS \$12,000

THIS SESSION (PARTNERS ONLY) \$598

EXECUTIVE COMMUNICATION II: THE ART OF LEADERSHIP COMMUNICATION

Do you struggle to communicate best when it matters most? Does your message drive action? Do you find it difficult to have that tough discussion with an employee, peer, or supervisor?

How leaders handle communication issues greatly impacts their success. Difficult conversations require leaders to be persuasive, not abrasive. Failure to address questions about goals, avoiding issues, or even neglecting to recognize a team member for a job well done will most likely destroy trust.

Leaders move communication resistances via authenticity (a place to stand), a lever (the three channels of communication) and a fulcrum (a central movie comprised of key thematic messages). This program will help participants learn to use the leverage system to enable them to lead better. They will learn how a clear message can overcome common communication resistances through an authentic leader effectively using the three-channels (an alloy of facts, emotions, and symbols) of communication.

Ron will empower participants of this program to master this effective communication model through the use of group discussions, video examples, and practice sessions.

THIS PROGRAM WILL HELP LEADERS:

- Improve your overall communication effectiveness when working with employees, peers, and/or supervisor.
- Overcome the most common and most difficult resistances to communication.
- Increase your ability to influence action by use of a three-channel communication methodology for critical or difficult messaging.



Ron Crossland

Ron Crossland has worked with talent from the boiler room to the boardroom, a range of experience that has taught him that regardless of position, individuals' work matters. He has helped individuals, teams, and organizations develop better leaders, create more innovation, forge better internal and external relationships, and inspire greater performance.

*Ron is a research synthesizer and business writer. He has co-authored or authored three books, *The Leader's Voice: How Your Communication Can Inspire Action and Get Results* (2002), *The Leadership Experience: From Individual Success to Organizational Significance* (2007), and *Voice Lessons: Applying Science to the Art of Leadership Communication* (2012). He also provides communication training and coaching for high potential and senior leaders and speaks at company meetings, industry association events, and other venues.*

Over the past ten years Ron has worked with high potential managers seeking to make the cross over from individual leadership to organizational leadership at Microsoft, New York Life AT&T, and Deloitte. He received his BS in Electronic Engineering Technology and his MBA from Oklahoma State University. In 2011, OSU's Spears School of Business recognized him as one of the top fifty MBA graduates of the school's history.

EMERGING LEADER CERTIFICATE PROGRAM

MARCH 16, 2016

8:30 A.M.–4:30 P.M.

COMPLETE CERTIFICATE \$13,000

PARTNERS \$12,000

THIS SESSION (PARTNERS ONLY) \$598

COACHING FOR PERFORMANCE

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

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

THIS PROGRAM WILL HELP LEADERS:

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



Matt Becker

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

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

EMERGING LEADER CERTIFICATE PROGRAM

APRIL 5, 2016

8:30 A.M.—4:30 P.M.

COMPLETE CERTIFICATE \$13,000

PARTNERS \$12,000

THIS SESSION (PARTNERS ONLY) \$598

LEADING COMMUNITY COLLABORATION

This session will explore principles and practices for effective community leadership. It begins with an exploration of leadership skills that are common, distinctive, yet transferable across all three types of organizations: nonprofit, for profit, government. It continues with an analysis of how those distinctive sector leadership skills can be blended to create a community leadership style used for creating and sustaining high functioning communities. The workshop concludes with a discussion of practical steps emerging leaders can take to become community leaders.

THIS PROGRAM WILL HELP LEADERS:

- Identify the common, distinctive, and transferable core leadership skills for nonprofit and government sector leaders.
- Understand how distinctive sector leadership skills blend to create a style of community leadership that builds good communities.
- Have knowledge of what practical next steps can be taken to engage in community leadership.



Steven R. Neiheisel, Ph.D.

Steven R. Neiheisel, Ph.D. is founding director of the graduate certificate in nonprofit & community leadership and lecturer at the University of Dayton. A distinguished and award winning educator, Dr. Neiheisel has earned a highly-regarded reputation for the development of transformational leaders, organizations, and communities. He earned the BA and MBA degrees at Xavier University and the Ph.D. at Washington University, St. Louis.

EMERGING LEADER CERTIFICATE PROGRAM

MAY 5, 2016

8:30 A.M.–4:30 P.M.

COMPLETE CERTIFICATE \$13,000

PARTNERS \$12,000

THIS SESSION (PARTNERS ONLY) \$598

CREATING A GREAT WORKPLACE CULTURE

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

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

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

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

THIS PROGRAM WILL HELP LEADERS:

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



David Robert

David Robert brings over 15 years of experience as a thought leader in the areas of Learning and Development, Talent Management, and Change Management. David has held both internal and external consulting positions at companies across several industries, and is currently President and Principle of DR Consulting Group, a human capital strategy consultancy. Previously, David held the position of CEO at Great Place to Work (Middle East). In that role, he partnered with hundreds of organizations to help them foster high-trust, collaborative workplace cultures. Earlier in his career, David worked with Blue Cross and Blue Shield as Director of Change Management. In that role, he was responsible for the overall people and culture strategy of the organization. In addition, David worked at several technology companies in which he designed and implemented Learning and Development programs. David is passionate about helping leaders create a compelling legacy for themselves and their organization.

EMERGING LEADER CERTIFICATE PROGRAM

MAY 26, 2016
8:30 A.M.—4:30 P.M.

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

LEARN, LEAD & SERVE

A leader's responsibility to make a difference extends beyond his or her professional life and into the community.

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

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

THIS PROGRAM WILL HELP LEADERS:

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



Brent Kondritz

Brent Kondritz is the associate director, leadership programs, at the Center for Leadership. Prior to joining the University of Dayton Center for Leadership team, Kondritz held the following positions: corporate trainer, manager of training and development, senior HR manager, director of sales and operations, and director of strategy within Sprint, BellSouth/AT&T and The Berry Company. He is also a certified trainer/practitioner in assessments, leadership and lean practices. Kondritz received his B.S. in marketing and minor in psychology from Eastern Illinois University and his MBA from the University of Nebraska Kearney. He is currently a doctoral candidate in Educational Leadership at the University of Dayton.

EMERGING LEADER CERTIFICATE PROGRAM

JUNE 22, 2016

8:30 A.M.–4:30 P.M.

COMPLETE CERTIFICATE \$13,000

PARTNERS \$12,000

THIS SESSION (PARTNERS ONLY) \$598

EXECUTIVE EFFECTIVENESS: KEY STRATEGIES FOR INCREASING ENGAGEMENT

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

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

THIS PROGRAM WILL HELP LEADERS:

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



Lisa Beutel

Lisa Beutel is an experienced executive development professional and executive director of the University of Dayton Center for Leadership. She is experienced working with emerging and senior-level leaders, has extensive leadership consulting, coaching and facilitation experience, and is certified to administer numerous leadership assessments. She has designed and/or delivered custom leadership programs for more than ten years and is a frequent speaker on the topics of work/life balance, wellness, mentoring, and team building. She is a certified facilitator of The Corporate Athlete program by the Human Performance Institute.

A recipient of the Dayton Business Journal's "Forty Under 40" award, Lisa was also Linkage Inc's Women in Leadership Summit scholarship award winner and a UD Ellis Joseph scholarship winner. She received a B.A. in Political Science from North Carolina State University, an M.A. in Education from the University of Akron, and a Ph.D in Educational Leadership from the University of Dayton.

EMERGING LEADER CERTIFICATE PROGRAM

JULY 12-14, 2016

8:30 A.M –4:30 P.M.

COMPLETE CERTIFICATE \$13,000

PARTNERS \$12,000

THIS SESSION (PARTNERS ONLY) \$598

THE LEADERSHIP CHALLENGE

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

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

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

THIS PROGRAM WILL HELP LEADERS:

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



Steve Coats

Steve Coats is one of the leading authorities on the five practices of exemplary leadership, and he has taught, coached and consulted with executives and managers in several countries around the world. Coats focuses his work on leadership and team development, personal growth, change and business strategy. He also has extensive development experience with renowned programs such as Stephen Covey's principle-centered leadership and a number of client-specific customized programs. Coats has published several articles, as well as co-authoring the book, There is No Box (Executive Excellence Publishing, 2007, 2011). Coats received an M.B.A. from North Texas University and completed an executive program in technology and innovation at the Wharton School.

EMERGING LEADER CERTIFICATE PROGRAM

AUGUST 23, 2016
8:30 A.M.—4:30 P.M.

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

LEADING CHANGE: MASTERING THE LEADERSHIP CHALLENGE OF CHANGE

Leading organizations through change can seem like mission impossible. Most organizations are going through significant change due to mergers and acquisitions, technological improvements, leadership and strategy changes, and increasing competition to name a few. As emerging leaders in your organization, it is vital for you to increase you and your employees' productivity and energy by helping them gain mastery and personal power in the midst of organizational change.

Embrace becoming a change agent. Build a motivated and productive workforce in the midst of change. Understand change issues and implement practical techniques to help yourself and others cope and how it impacts individuals. Emphasis will be on understanding change issues and providing practical skills to help leaders help themselves and others cope with change. Managing change can become a MISSION POSSIBLE with well trained and clearly focused agents/leaders.

THIS PROGRAM WILL HELP LEADERS:

- Learn the four phases in the Cycle of Resistance and how you can use that knowledge to help your employees go more quickly through the cycle.
- Identify and explore the five types of losses most people experience with change and how it affects employee morale.
- Recognize and practice the leadership skills necessary for change agents.



Patti Hathaway

Patti Hathaway, CSP is one of fewer than 12% of speakers worldwide to earn the coveted Certified Speaking Professional (CSP) designation from the National Speakers Association for her proven track record of speaking excellence. Patti is the author of Feedback Skills for Leaders, which has been used by 400 of the Fortune 500 companies. She is also the co-author of Managing Upward: Strategies for Succeeding with Your Boss. Patti's book, Untying the 'Nots' of Nonstop Change Before You're Fit to be Tied, is based on surveying over 4,500 employees and is a tool kit of personal strategies for change. Her expertise has been featured in the New York Times, Harvard Management Update, Entrepreneur Magazine, Sales and Marketing Excellence, Woman's Day, American Way, Cosmopolitan, and numerous industry-specific journals.

EMERGING LEADER CERTIFICATE PROGRAM

SEPTEMBER 7, 2016

8:30 A.M.–2:00 P.M.

COMPLETE CERTIFICATE \$13,000

PARTNERS \$12,000

THIS SESSION (PARTNERS ONLY) \$598

ACCOUNTING FUNDAMENTALS: FINANCE FOR NON-FINANCIAL MANAGERS I

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

A firm's balance sheet, income statement and statement of cash flows provide the users of these statements with important information about the firm's financial position, results of operations and cash flows. However, each of these statements is prepared in accordance with generally accepted accounting principles.

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

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

THIS PROGRAM WILL HELP LEADERS:

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



Joe Castellano

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

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

EMERGING LEADER CERTIFICATE PROGRAM

SEPTEMBER 20, 2016

8:30 A.M.–3:00 P.M.

COMPLETE CERTIFICATE \$13,000

PARTNERS \$12,000

THIS SESSION (PARTNERS ONLY) \$598

FINANCE FOR NON-FINANCIAL MANAGERS II

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

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

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

THIS PROGRAM WILL HELP LEADERS:

- Become familiar with the fundamental concepts of corporate finance and financial management.
- Interpret and use financial statements and financial ratios.
- Understand the impact of value drivers on a firm's valuation.

TBD

EMERGING LEADER CERTIFICATE PROGRAM

OCTOBER 12, 2016
8:30 A.M.–4:30 P.M.

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

OPERATIONS MANAGEMENT

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

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

THIS PROGRAM WILL HELP LEADERS:

- Understand the implications of operations strategies for the design of products and services, and for the design and management of business processes in creating these products.
- Recognize the business process perspective of operations design and improvement.
- Appreciate the utility of operations and business process planning and improvement competencies for superior overall business performance.



Mike Gorman

Mike Gorman is an associate professor at the University of Dayton in the Department of MIS, OM and Decision Sciences. Gorman has 10 years of experience in the rail industry at BNSF Railway and regularly consults for both shippers and carriers in transportation and logistics issues. Gorman's work has been published in Manufacturing & Service Operations Management, Annals of Operations Research, Interfaces, Applied Economics and Transportation Quarterly, among others. He was a finalist in INFORMS' Daniel H. Wagner Prize for Excellence in Operations Research Practice in 2005. He is a referee for numerous peer-reviewed journals. Gorman has five years of service – including chair – in INFORMS's rail applications special interest group. He is currently the treasurer of the Cincinnati-Dayton local chapter of INFORMS.

EMERGING LEADER CERTIFICATE PROGRAM

OCTOBER 25, 2016
8:30 A.M.—4:30 P.M.

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

MARKETING ESSENTIALS

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

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

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

THIS PROGRAM WILL HELP LEADERS:

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



Irene Dickey

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

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

EMERGING LEADER CERTIFICATE PROGRAM

NOVEMBER 17, 2016
8:30 A.M.—4:30 P.M.

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

STRATEGIC MANAGEMENT

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

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

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

THIS PROGRAM WILL HELP LEADERS:

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



Vincent C. Lewis

Vince Lewis is a Dayton native and full-time lecturer at the University of Dayton. As part of UD's management and marketing department Lewis teaches courses focused on entrepreneurship and strategic management in both the undergraduate and graduate programs. For the last several years Lewis has been responsible for the capstone course in entrepreneurship.

Lewis has a broad management background, from an entrepreneur starting his own business to an executive with one of the world's largest manufacturing organizations. Through his experience as president of Hyde Park Electronics, president of Schneider Electric's US Sensing Business and Founder/CEO of Logos@Work, Lewis has started new business ventures, developed growth strategies, pushed through periods of growth and decline, managed generational succession and developed exit strategies.

Lewis holds a BA from Western Kentucky University, an MA in Management from Antioch University and is a graduate of the Harvard Business School's Owner/President Management Program.

EMERGING LEADER CERTIFICATE PROGRAM

DECEMBER 6-7, 2016

8:30 A.M.—4:30 P.M.

COMPLETE CERTIFICATE \$13,000

PARTNERS \$12,000

THIS SESSION (PARTNERS ONLY) \$598

BUSINESS SIMULATION

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

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

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

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

THIS PROGRAM WILL HELP LEADERS:

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



Jim Norris

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

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

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