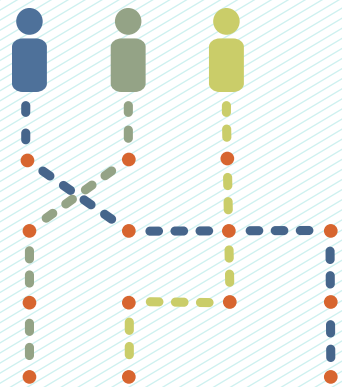


## EXECUTIVE DEVELOPMENT PROGRAM

# THE BUSINESS LANDSCAPE IS ALWAYS CHANGING.



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

# 2015-2016 PROGRAM CALENDAR

Date	Course	Instructor
9/10/15	<b>What Got You Here Won't Get You There: Leadership Strategies for Developing Yourself (A.M.)</b>	Marshall Goldsmith, PhD Top 50 Thinker, One of the Worlds Leading Executive Educators and Coaches, and Best Selling Author of What Got You Here Wont Get You There
9/10/15	<b>Triggers: Becoming the Person that We Want to Be (P.M.)</b>	Marshall Goldsmith, PhD Top 50 Thinker, One of the Worlds Leading Executive Educators and Coaches, and Best Selling Author of Triggers: Creating Behavior That Lasts--Becoming the Person You Want To Be
10/06/15	<b>Happy People, Bottom-Line Results, and The Power to Deliver Both</b>	Tasha Eurich, PhD Executive Coach, Speaker and Best-Selling Author of Bankable Leadership, Happy People Bottom Line Results and The Power to Deliver Both
10/29/15	<b>The Challenge of Change: How Leaders Build Individual &amp; Organizational Resilience</b>	Nick Petrie Senior Faculty at the Center for Creative Leadership and Fortune 500 Consultant
11/18/15	<b>100% Responsible /0% Excuses: Creating a Culture of Accountability</b>	John Izzo, PhD International Best-Selling Author of Awakening Corporate Soul and Stepping Up: How Taking Responsibility Changes Everything, Corporate Advisor, and Speaker

Date	Course	Instructor
2/17/16	<b>What Motivates Me: Put Your Passions to Work</b>	Adrian Gostick Top 30 Leadership Guru, Global Thought Leader on Workplace Strategy, and Best Selling Author of The Carrot Principle and The Orange Revolution
3/23/16	<b>Performing Under Pressure: The Science of Emotional Intelligence</b>	Bill Benjamin Partner, Institute for Health and Human Potential and Emotional Intelligence Expert
4/27/16	<b>Love 'Em or Lose 'Em: Getting Good People to Stay (A.M.)</b>	Beverly Kaye, PhD Best Selling Author of Love 'Em or Lose 'Em and Help Them Grow or Watch Them Go, Speaker, and Founder of Career Systems International
4/27/16	<b>Help Them Grow or Watch Them Go: Career Conversations Your Employees Want (P.M.)</b>	Beverly Kaye, PhD Best Selling Author of Love 'Em or Lose 'Em and Help Them Grow or Watch Them GOo Speaker, and Founder of Career Systems International
5/25/16	<b>Coaching With Compassion: Strategies For Developing and Energizing Others</b>	Melvin Smith, PhD Faculty Director of Executive Education and Associate Professor at Case Weatherhead School of Management
6/9/16	<b>Reality-Based Leadership: Ditch the Drama &amp; Turn Excuses Into Results</b>	Cy Wakeman Global Thought Leader, Speaker, Business Consultant, and Best Selling Author of The Reality-Based Rules of the Workplace

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	
9/10	What Got You Here Won't Get You There: Leadership Strategies For Developing Yourself (A.M.)																							
9/10	Triggers: Becoming the Person that We Want to Be (P.M.)																							
10/6	Happy People, Bottom-Line Results, and The Power to Deliver Both																							
10/29	The Challenge of Change: How Leaders Build Individual & Organizational Resilience																							
11/18	100% Responsible/0% Excuses: Creating a Culture of Accountability																							
2/17	What Motivates Me: Put Your Passions to Work																							
3/23	Performing Under Pressure: The Science of Emotional Intelligence																							
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4/27	Help Them Grow or Watch Them Go: Career Conversations Your Employees Want (P.M.)																							
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6/9	Reality-Based Leadership: Ditch the Drama & Turn Excuses Into Results																							

## EXECUTIVE DEVELOPMENT PROGRAM

SEPTEMBER 10, 2015

8:30 AM–12:00 PM

PUBLIC \$995

UD ALUMNI \$945

PARTNER \$870

# 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.

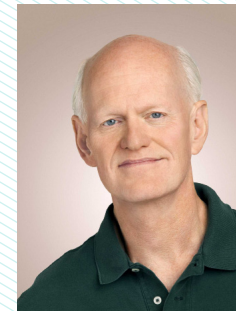
Goldsmith is a world authority in helping successful leaders achieve positive, lasting change in behavior: for themselves, their people and their teams. In coaching leaders across the globe, he often asks "What's holding you back?" In this program, esteemed author and leadership coach Marshall Goldsmith 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 PM–4:30 PM

PUBLIC \$995

UD ALUMNI \$945

PARTNER \$870

# TRIGGERS: BECOMING THE PERSON THAT WE WANT TO BE

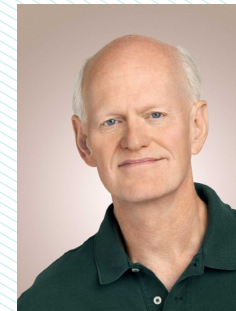
In this fast-paced and interactive session, Marshall Goldsmith presents content from his latest book, *Triggers: Becoming the Person that We Want to Be*. As we journey through life, we are constantly being impacted by triggers from the world around us—and we are simultaneously creating our world. How 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.*

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## 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 AM–4:30 PM

PUBLIC \$995

UD ALUMNI \$945

PARTNER \$870

# 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.

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 other with theirs.



**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. Nick is 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.'*

## 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.

## EXECUTIVE DEVELOPMENT PROGRAM

NOVEMBER 18, 2015

8:30 AM–4:30 PM

PUBLIC \$995

UD ALUMNI \$945

PARTNER \$870

# 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,” 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 organizations
- 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.*



## EXECUTIVE DEVELOPMENT PROGRAM

**FEBRUARY 17, 2016**  
**8:30 A.M.—4:30 P.M.**

# WHAT MOTIVATES ME: PUT YOUR PASSIONS TO WORK

What motivates me? What motivates my team? Great questions... the answers to both can be a game changer. This program will offer an extensively tested method to identify your employees and your unique blend of core motivators; critical drivers to the success of your organization, team, and yourself.

After surveying more than 850,000 people, Adrian Gostick and his co-author Chester Elton found one key difference between employees who are more energized and productive at work is whether or not their work aligns with what motivates them. More than half of the employees surveyed said they are unhappy in their jobs. People who are more fulfilled in their careers produce quality work, earn higher incomes, and are 150% more likely to have a happier life overall. The key is to better understand your own motivations and what motivators inspire your employees; and then do something about it.

In this interactive and engaging program, you will complete the Motivators Assessment™ and walk away with tested ideas and strategies proven to increase motivation, engagement, and productivity.

## THIS PROGRAM WILL HELP EXECUTIVES:

- Identify your own blend of core motivators.
- Recognize disconnects that exist between employees passions and their current work.
- Learn powerful job-sculpting strategies to help “accomplish more” and “avoid blind spots”.



**Adrian Gostick**

*Adrian Gostick is author of the New York Times, Wall Street Journal, and USA Today bestsellers The Carrot Principle, All In and What Motivates Me. His books have been translated into 30 languages and have sold more than a million copies around the world.*

*As a workplace expert, Gostick was called “creative and refreshing” by the New York Times and “fascinating,” by Fortune magazine. He has appeared on NBC’s Today Show and CNN, and has been quoted in The Economist, Newsweek, and the Harvard Business Review. And if you Google the 30 Top Leadership Gurus, you’ll consistently find Adrian on the list along with Jack Welch and Jim Collins.*

*Gostick earned a master’s degree in Leadership from Seton Hall University where he is a guest lecturer on workplace culture, and is a founding partner of The Culture Works, a global consultancy focused on helping organizations building high-performance work cultures. He has consulted with organizations such as Bank of America, Rolls Royce, American Express, California Pizza Kitchen, and Hard Rock Cafe.*

## EXECUTIVE DEVELOPMENT PROGRAM

MARCH 23, 2016

8:30 A.M.–4:30 P.M.

# PERFORMING UNDER PRESSURE: THE SCIENCE OF EMOTIONAL INTELLIGENCE

Leadership is not easy, especially under pressure. Neither is performance. Usual tasks, conversations, and decisions that seem straightforward suddenly become difficult when pressure increases. Pressure changes how your brain functions, it changes your ability to think, your attention, memory and decision making. It changes your ability to connect with others in a meaningful way.

Why do smart people stumble or fail? Why do technically brilliant individuals have trouble managing others and collaborating on a team? What they lack is a critical level of Emotional Intelligence (EI) and the ability to manage their emotions and others when they are under pressure. Only the best performers manage these situations effectively. It starts by understanding the science behind how pressure impacts the brain and then using this insight to better manage through the situations more skillfully.

In this program, you will learn the research and science of emotional intelligence, that will enable you to lead teams more effectively and increase your own performance. You will become a student of human behavior: understanding what your brain does under pressure and how that affects your decision-making and your impact on others. You will leave this program with strategies to manage your emotions so you can be at your best in the most difficult moments

## THIS PROGRAM WILL HELP EXECUTIVES:

- Understand the brain science of emotions that drives your behavior which affects your decision making under pressure.
- Learn practical strategies that help you respond more skillfully under pressure.
- Identify patterns, triggers, and manage emotional habits that either drive or detail performance.



**Bill Benjamin**

*Bill Benjamin has a rare perspective – he has advanced degrees in Mathematics and Computer Science and has 25 years of real-world business experience as a senior leader. Benjamin is very authentic about the fact that he struggled early in his career as a leader when he was under pressure. He shares how he has been able to apply the very same techniques he teaches to become a better leader (and husband and father) himself.*

*In addition to using his background in sales to inspire audiences, Benjamin leverages his Mathematics and technical background to take a practical and scientific approach to helping people understand how the brain responds under pressure, and how that can help increase leadership and performance.*

*Benjamin is a partner at the Institute for Health and Human Potential (IHHP), a successful international research and training company, named one of the “Fastest Growing Companies” in the “Fast 100” ranking in PROFIT Magazine.*

*Benjamin also contributed to the New York Times and Amazon bestselling book *Performing Under Pressure*, co-authored by IHHP’s JP Pawliw-Fry and noted psychologist Hendrie Weisinger.*

## EXECUTIVE DEVELOPMENT PROGRAM

APRIL 27, 2016

8:30 A.M.–12 P.M.

# LOVE ‘EM OR LOSE ‘EM: GETTING GOOD PEOPLE TO STAY

Leaders concerned with profitability – and even survival- are viewing their talented employees through a very different lens. Today’s top talent market can be vicious, competitive, and recruiters may already have their eye on your star performers. So, how are you retaining your top talent?

As the knowledge-based economy grows, our employees are THE competitive resource. And, as replacement costs continue to rise as high as 200% of an employee’s salary, it is vital to our continued success to retain our employees. To remain competitive, we must build a culture that engages and retains talent. As a leader, you play a key role in employee retention...you have the power to inspire, motivate, and excite your employees.

In this program, Dr. Beverly Kaye reveals the key to employee satisfaction and engagement that builds a work environment in which your employees thrive, constantly learn, and give discretionary effort to your organization... because committed employees bring value, improve your competitive position, and are critical to your success. You’ll also explore and learn skills that help keep your employees front and center, and you will become a leader that people seek out and ask to be part of your team.

## THIS PROGRAM WILL HELP EXECUTIVES:

- Assess your current ability to attract and retain the best people.
- Examine which of your current employees might be a risk.
- Apply practical, hands-on strategies to help retain your top talent.



**Beverly Kaye, Ph.D.**

*Beverly Kaye’s name is recognized internationally as one of the most invested, knowledgeable and practical professionals in the areas of career development, employee engagement & retention, and mentoring. A dynamic and committed speaker, Dr. Kaye’s presentations engage participants, stimulate learning and inspire action. She has also been named a “legend” by the American Society for Training & Development (now ATD). The designation of Legend is given to “pioneers and prophets in the field of workplace learning and performance.”*

*With her organization, Career Systems International, she has developed a powerful suite of talent solutions that continue to help organizations reduce costs associated with talent loss and under performance. They are also designed to foster a culture of support for individuals, managers and leaders. Her clients, representing nearly 60% of the Fortune 1000 organizations, include such leaders as American Express, Archer Daniels Midland, Caterpillar, GE, Marriott International, McDonalds, Merck, Microsoft, Morrison Healthcare, Novartis, Takeda, and WellPoint. The resilient processes and offerings link directly to business strategies and increase productivity and profitability to deliver the best returns on investment.*

*Prior to earning a doctorate at UCLA, Dr. Kaye did graduate work in organization development at MIT Sloan School of Management and has taught executive seminars at UCLA and USC.*

## EXECUTIVE DEVELOPMENT PROGRAM

APRIL 27, 2016  
1 P.M.–4:30 P.M.

# HELP THEM GROW OR WATCH THEM GO: CAREER CONVERSATIONS YOUR EMPLOYEES WANT

Study after study confirms that career development is the single most powerful tool managers have for driving retention, engagement, productivity, and results. And if your employees don't see the future with you they will walk away... or, perhaps even worse, they will stay but disengage. Nevertheless, career conversations are frequently back-burnered. When asked why, leaders say the number one reason is that they just don't have time. The good news is that frequent and international career conversations can keep talent growing. And when they grow... your organization grows.

These surprisingly simple, frequent, short conversations with your employees about career goals and options can be seamlessly integrated into normal conversations. Dr. Beverly Kaye, and her co-author Julie Winkle Giulioni have identified three broad types of conversations that increase employees' awareness of their strengths, weaknesses, and interests; point out where your organization is headed; and help to pull all of that together to design their own up-to-the-minute, personalized career plan.

By understanding and implementing these career conversations, you will be able to help your employees grow as compared to watching them go. This practical, yet dynamic program will help you in developing the framework and habits needed to go back to your organization and make a difference

## THIS PROGRAM WILL HELP EXECUTIVES:

- Understand the parallels between growing your organizations and growing your people.
- Learn a practical framework for career conversations.
- Recognize the frequent (daily) opportunities you have to have highly impactful conversations.



**Beverly Kaye, Ph.D.**

*Beverly Kaye's name is recognized internationally as one of the most invested, knowledgeable and practical professionals in the areas of career development, employee engagement & retention, and mentoring. A dynamic and committed speaker, Dr. Kaye's presentations engage participants, stimulate learning and inspire action. She has also been named a "legend" by the American Society for Training & Development (now ATD). The designation of Legend is given to "pioneers and prophets in the field of workplace learning and performance."*

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*Prior to earning a doctorate at UCLA, Dr. Kaye did graduate work in organization development at MIT Sloan School of Management and has taught executive seminars at UCLA and USC.*

## EXECUTIVE DEVELOPMENT PROGRAM

MAY 25, 2016

8:30 A.M.—4:30 P.M.

# COACHING WITH COMPASSION: STRATEGIES FOR DEVELOPING AND ENERGIZING OTHERS

Coaching has become an increasingly important tool for managers and executives to inspire and develop people. In contrast to more traditional management roles- still essential to accountability and performance- coaching provides an approach for deeply engaging with others on a new level, one that opens perspectives and encourages self-directed change. It is through effective coaching that leaders are able to assist their employees and organization in reaching new heights.

An emerging contrast in coaching is the approach of coaching with compassion versus coaching for compliance. Each approach arouses somewhat different psycho-physiological systems and has an impact on a person's openness. Each affects the likelihood of sustained behavioral change. Coaching with compassion is believed to stimulate better cognitive functioning, increased perceptual openness to ideas, emotions and people, positive emotional states, increased immune health, and reverse some of the damage from chronic stress.

This session will highlight the latest findings and practices on coaching featuring the work of thought leaders from the Weatherhead School of Management's Department of Organizational Behavior. This interactive day of learning will explore a distinctive approach to executive coaching in developing and energizing others. Grounded in the principles of Dr. Richard Boyatzis' theory of intentional change, this approach to coaching leverages the individual's personal aspirations and desires to bring about sustained, desired change.

## THIS PROGRAM WILL HELP EXECUTIVES:

- Understand how to coach others for sustainable change.
- Appreciate the difference between coaching with compassion and coaching for compliance.
- Learn how coaching with compassion is a source of renewal for the coach, as well as a source of development for the person being coached.



**Melvin Smith, Ph.D.**

*Melvin Smith, Ph.D., is an Associate Professor in the Department of Organizational Behavior and Faculty Director of Executive Education at the Case Weatherhead School of Management. He received his Ph.D. in Organizational Behavior and Human Resource Management from the University of Pittsburgh's Katz Graduate School of Business. Smith also holds a B.S. degree in General Management and Accounting from Purdue University and an MBA in Marketing from Clark-Atlanta University.*

*Smith's research and teaching focus on leadership and emotional intelligence in the workplace, as well as social exchange relationships, social networks, and the development and use of human and social capital in organizations. In addition, he has served as a visiting professor at ESADE Business School in Barcelona, Spain where he co-taught a senior executive education course on emotionally intelligent leadership.*

*Prior to completing his doctoral work at the University of Pittsburgh, Smith spent over fifteen years in a series of sales/marketing management, and organization development positions with a number of Fortune 500 companies including IBM, Pepsi-Cola, and H.J. Heinz. Smith has also provided training and/or consulting services to a number of organizations including Alcoa, Booz Allen Hamilton, Dealer Tire, Fifth Third Bank, H.J. Heinz, McKinsey & Company, NASA, PNC Bank, Progressive Insurance, as well as a number of trade associations.*

## EXECUTIVE DEVELOPMENT PROGRAM

JUNE 9, 2016

8:30 A.M.—4:30 P.M.

# REALITY-BASED LEADERSHIP: DITCH THE DRAMA & TURN EXCUSES INTO RESULTS

In this ever-changing world, business leaders demand more results, faster. Stress levels are at an all time high, collaboration must be at a maximum, and interoffice drama at a minimum. Reality check: Are challenging times really the source of your pain, or is reality the absence of great leadership? We are all moving so fast toward deadlines, goals, and accomplishments. As a leader, have you stopped to take the pulse of your team? Have you stopped to clarify your goals and expectations? Have you stopped to listen?

As leaders, we must be willing to admit that our way of leading may simply not be working. We may not be paving the way for the results or the quality of life that we would like. These times call for new leadership...and leaders who are willing and able to reinvent mindsets - their own and the mindsets of others - to change circumstances.

Reality-Based Leaders™ quickly recognize and accept the reality of the situation, conserve precious team energy, and use that energy instead to impact reality. Better yet, a great Reality-Based Leader™ anticipates upcoming changes and capitalizes on the opportunity inherent in the situation without drama or defense. This interactive and engaging program will assist you in developing Reality-Based Leadership principles to meet these ever-changing demands head on.

## THIS PROGRAM WILL HELP EXECUTIVES:

- Identify why current leadership models fail to enhance engagement & deliver results.
- Understand and implement the principles of Reality-Based Leadership™.
- Apply Reality-Based Leadership™ principles in your work place to increase personal accountability and limit energy consumed by drama.



**Cy Wakeman**

*Cy Wakeman is a dynamic national speaker, business consultant, New York Times bestselling author, and trainer who has spent over 20 years cultivating a revolutionary approach to leadership. Grounded in reality, Wakeman's philosophy teaches people how to turn excuses into results and transform unhappy employees into accountable, successful members of the workforce. Through her prolific work with companies such as Bayer, New York Presbyterian, National Institutes of Health, Hallmark, Verizon Wireless, TD Ameritrade, and Wells Fargo, Wakeman has helped eliminate tired, impersonal management techniques in favor of a reality-based revolution.*

*Named on of the "Top 100 Leadership Experts to Follow" on Twitter, Wakeman's influence continues to build Her programs are consistently ranked by participants as the single most impactful training they have ever received.*

*An expert blogger on FastCompany.com and Forbes.com, Wakeman's ideas have been featured in The Wall Street Journal, The New York Times, The New York Post, and on SHRM.com. She has written two books, Reality-Based Leadership: Ditch the Drama, Restore Sanity to the Workplace, & Turn Excuses into Results (Jossey-Bass; 2010) and The Reality-Based Rules of the Workplace: Know What Boosts Your Value, Kills Your Chances, & Will Make You Happier (Jossey-Bass; 2013).*