At the UD Center for Leadership, we’re more than just an educational resource for Dayton-area businesses. We form real, working partnerships between leading organizations and the nation’s top thinkers in leadership development. We create educational programs and services designed to improve the success of our partners’ organizations and our world’s future.

As a shared corporate university, we bring noncompeting organizations together to create something unique and highly successful — something none of us could create on our own. Our efforts to come together and educate each other yield productive, new experiences that improve these organizations from the ground up.
INVEST IN YOUR BEST.

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, midlevel leader into a successful executive. The Emerging Leader Certificate 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 will help you transition to a higher-level leadership role seamlessly, confidently and successfully.

THE BENEFITS

→ Broad-based training on critical topics including executive communication, leading community collaboration, coaching for performance, 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-degree 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

### 2016 CALENDAR

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<th>DATE</th>
<th>COURSE</th>
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<td>1/20</td>
<td>Orientation: Using Personality Type and Styles to Foster Leadership</td>
<td>Roger Fortman, Fortman &amp; Associates</td>
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<td>Executive Communication I: Gaining the Advantage through Professional Presence</td>
<td>Jill Haney, JH Image Consulting</td>
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<td>Ron Crossland, Ron Crossland Leadership Development</td>
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<td>Matt Becker, Authentic Excellence</td>
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<td>Steven R. Neiheisel, University of Dayton</td>
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<td>David Robert, DR Consulting Group</td>
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<td>Lisa Beutel, University of Dayton</td>
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<td>The Leadership Challenge</td>
<td>Steve Coats, International Leadership Associates</td>
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<td>Patti Hathaway, The Change Agent</td>
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<td>Accounting Fundamentals: Finance for Non-Financial Managers I</td>
<td>Joe Castellano, University of Dayton</td>
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### Which Skills Will Turn Your Talent Into Leaders?

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

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**COMPETENCIES**

- **Korn Ferry executive competencies addressed in UDCL programs**
- **Addressed with on-the-job experience**
Orientation: Using Personality Type and Styles to Foster Leadership

JAN. 20, 2016
8:30 A.M.–4:30 P.M.

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. Leaders will also spend time learning about their personality types to have a solid understanding of who they are as leaders.

**This program will help leaders:**
- Assess their preferred personality type and identify its strengths and pitfalls.
- Learn how to interact more effectively with people of opposite personality types.
- Increase leadership effectiveness by understanding how personality style affects leadership behavior.

Executive Communication I: Gaining the Advantage through Professional Presence

JAN. 27, 2016
8:30 A.M.–1 P.M.

This program is packed full of the most up-to-date business trends as they pertain to making a difference in emerging leaders’ careers: image, communication, dress and etiquette. Participants will learn about the importance of communication, how image influences perception, nonverbal communication, business technology and professional dining.

**This program will help leaders:**
- Discover the power of first impressions — and learn how to make a positive, lasting one.
- Understand 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 colleagues a natural part of the relationship.

Mentor Training

FEB. 10, 2016
8:30 A.M.–12:00 P.M.

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. 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.

Executive Communication II: The Art of Leadership Communication

FEB. 23, 2016
8:30 A.M.–4:30 P.M.

How leaders handle communication issues greatly impacts their success. This program will help participants learn to use the leverage system of communication to lead more effectively. They will discover how a clear message can overcome common communication resistances as an authentic leader effectively using the three channels of communication.

**This program will help leaders:**
- Improve their overall communication effectiveness when working with employees, peers and supervisors.
- Overcome the most common and difficult resistances to communication.
- Increase your ability to influence action by use of a three-channel communication methodology for critical or difficult messaging.

**PROGRAM COSTS:**
- COMPLETE CERTIFICATE: $13,000
- PARTNERS: $12,000
- ONE SESSION (PARTNERS ONLY): $598
Coaching for Performance
MARCH 16, 2016
8:30 A.M.–4:30 P.M.

Success in today’s business environment depends on having an engaged workforce. This program is designed to prepare leaders to effectively utilize a coaching approach to leadership. Leaders will gain an appreciation for the importance of coaching and learn the skills necessary to do it. They will also have an opportunity to apply key skills and practice in 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.

Leading Community Collaboration
APRIL 5, 2016
8:30 A.M.–4:30 P.M.

This session will explore principles and practices for effective community leadership. The workshop will have participants analyze how leadership skills from the three types of organizations (nonprofit, for profit and government) can be blended to create a community leadership style. The session will conclude with practical steps emerging leaders can take to implement these changes.

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

Creating a Great Workplace Culture
MAY 5, 2015
8:30 A.M.–4:30 P.M.

Many leaders are intrigued by the creative, productive workplace environments at companies such as Google, Microsoft, FedEx and NetApp, yet struggle with how to get there. In this program, participants will learn about the concept of a great workplace, one where employees trust the people they work for, take pride in what they do and enjoy the people they work with.

This program will help leaders:
- Understand the key dimensions of creating a great place to work to develop a competitive business advantage.
- Identify techniques to build trust, pride and camaraderie deliberately and consistently throughout an organization.
- Understand the key roles leaders have in creating a great workplace and analyze the effectiveness of current management practices.

Learn, Lead and Serve
MAY 26, 2016
8:30 A.M.–4:30 P.M.

A leader’s responsibility to make a difference extends beyond his or her professional life and into the community. This program will explore opportunities for leaders to demonstrate their abilities in the community. Emerging leaders will spend one day not only putting their 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 professionally and in the community.
- Explore their personal commitment to leadership and community service and evaluate their importance.
- Put leadership skills to work while making a difference in the community.
**Executive Effectiveness: Key Strategies for Increasing Engagement**

**JUNE 22, 2016 8:30 A.M.–4:30 P.M.**

To increase their capacity for performing under pressure, leaders must train strategically to improve their ability to expand and recover energy more effectively and efficiently. This interactive program will help leaders outline a plan to manage their energy, increase their productivity and maximize performance in the areas 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.

**The Leadership Challenge**

**JULY 12-14, 2016 8:30 A.M.–4:30 P.M.**

Today’s most successful organizations are creatively adapting to change by encouraging leadership at every level of the organization. This program is based on the award-winning book *The Leadership Challenge* and the acclaimed management workshop based on its research. Participants gain confidence and skill to increase their use of the five practices of exemplary leaders on the job.

**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.

**Leading Change: Mastering the Leadership Challenge of Change**

**AUG. 23, 2016 8:30 A.M.–4:30 P.M.**

As emerging leaders in your organization, it is vital for you to increase your 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 how they impact individuals, and implement practical techniques to help yourself and others cope. 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 they affect employee morale.
- Recognize and practice the leadership skills necessary for change agents.

**Accounting Fundamentals: Finance for Non-Financial Managers I**

**SEPT. 7, 2016 8:30 A.M.–2:00 P.M.**

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.
Finance for Non-Financial Managers II
SEPT. 20, 2016
8:30 A.M.—4:30 P.M.

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.

Marketing Essentials
OCT. 25, 2016
8:30 A.M.—4:30 P.M.

This program highlights the essential elements of successful marketing strategies, so that business leaders can leverage marketing to achieve a competitive advantage. Using 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 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.

Operations Management
OCT. 12, 2016
8:30 A.M.—4:30 P.M.

This 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.

Strategic Management
NOV. 17, 2016
8:30 A.M.—4:30 P.M.

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, 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 how firms/organizations develop strategies (mission, vision, values) and when 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.
Business Simulation

DEC. 6-7, 2016
8:30 A.M.–4:30 P.M.

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. 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.