Center for Leadership
EXECUTIVE DEVELOPMENT
2016-17 Program Schedule
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.
ONE-DAY INVESTMENT. LIFELONG RETURN.

The Executive Development Programs enable senior leaders like you to meet face to face with some of the most highly regarded and influential thinkers in the leadership field, like Joseph Grenny, Curt Coffman, 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 weeklong program, you can customize your development and choose which workshops best address your needs. Whether you want to learn about personal effectiveness and productivity, or how to lead successful teams to implement large-scale change efforts, you are in control of your leadership education.

Our programs are collaborative in nature, combining the expertise of our thought leaders with our experiences as business leaders. This approach ensures that the content is always relevant, so that you come away with the insights, tools and tactics you need to drive lasting change in your 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.
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<td>Total Leadership &amp; Leading the Life You Want: Skills for Integrating Work and Life</td>
<td>Stewart Friedman, Ph.D. Professor of The Wharton School of Business at the University of Pennsylvania</td>
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<td>Leadership Accountability: Creating and Sustaining a High-Performance Organization</td>
<td>Linda Galindo Serves as faculty for the Governance Institute, the Institute of Management Studies &amp; speaks at leadership conferences internationally</td>
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### WHICH WORKSHOPS SHOULD YOU CHOOSE?

Every business is different, so is every executive. Whether you need to sharpen your strategy or attract better talent, this chart will help you pinpoint your needs and choose classes to fulfill them.

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NICK TASLER

Nick Tasler is the internationally acclaimed decision expert and best-selling author of *The Impulse Factor* (Simon & Schuster, 2009). As a highly sought-after speaker, coach and consultant, he inspires leaders across the globe to achieve their highest potential by learning to think more strategically and act more decisively. His books have been translated into multiple foreign languages and sold in more than 30 countries. Tasler is a frequent guest lecturer at the Wharton School, a management columnist for Bloomberg Businessweek and the Strategic Thinking blogger for Psychology Today. He holds a master’s and a bachelor’s degree in organizational psychology and lives with his wife and three sons in Minneapolis, Minnesota, and Fort Myers, Florida.

JIM KOUZES

Jim Kouzes is the co-author, with Barry Posner, of the award-winning and best-selling book, *The Leadership Challenge*, with over 2 million copies sold and available in 22 languages. He’s also the Dean’s Executive Fellow of Leadership at the Leavey School of Business, Santa Clara University. The fifth edition of *The Leadership Challenge* was released in July 2012, marking the 25th anniversary of the book. It debuted at No. 1 on Amazon’s leadership best-seller list. Kouzes and Posner have co-authored over 30 other publications, including *Encouraging the Heart, A Leader’s Legacy* and *The Truth About Leadership*. Their book *Credibility: How Leaders Gain and Lose It, Why People Demand It* was chosen by Industry Week as one of the 10 best management books of the year.

**Decision Day: Get Focused, Get Moving, Get Results**

**SEPT. 14, 2016**

**8:30 A.M.–4:30 P.M.**

Decisions are the building blocks of your career, your team and your company. Success results from stacking those blocks faster and more strategically than your competition. It really is that simple. That’s why 88 percent of managers who excel at two skills — strategic thinking and decisive action — are among the top 10 percent of the highest-performing leaders across all industries and job levels. The Think Strategically & Act Decisively learning system builds fast-moving, high-performing teams with a revolutionary new approach to aligning teams with the company’s strategic focus, and empowering them to confidently make all decisions — from strategic planning and employee management decisions down to daily customer and resource allocation decisions — faster and more strategically.

This program will help leaders:

- Get aligned quicker, execute faster and get results sooner
- Discover how to decisively execute your strategy every day by applying the simple Know-Think-Do framework
- Provide insight that stimulates the confidence participants need to get results faster than ever before

**Inspiring and Challenging Your Way to Greater Performance**

**OCT. 6, 2016**

**8:30 A.M.–4:30 P.M.**

Do you know what separates the average leader from the best? Are you intrigued by what you can do to make yourself viewed as a more credible leader by your boss, direct reports and peers? In this workshop, Jim Kouzes will share the most up-to-date evidence on what leaders do to make extraordinary things happen based on his and Barry Posner’s most recent edition of *The Leadership Challenge*. Drawing from their extensive database of cases and assessments from leaders across the globe, Kouzes will address two vital practices, “Inspire a Shared Vision” and “Challenge the Process.”

This program will help leaders:

- Describe the Five Practices of Exemplary Leadership and how they strengthen a leader’s capacity to sustain credibility
- Envision the future by imagining exciting and ennobling possibilities while they enlist others in a common vision by appealing to shared aspirations
- Identify opportunities by seeking innovative ways to change, grow and improve while you experiment and take risks by constantly generating small wins and learning from mistakes
The Plain Truth About Employee Engagement and Your Bottom Line

OCT. 19, 2016
8:30 A.M.–4:30 P.M.

Creating an exceptional place to work is one of the best things you (or your competitors) can do for your bottom line. And Richard Hadden has the numbers to prove it. Hadden, co-author of Contented Cows Still Give Better Milk: The Plain Truth About Employee Engagement and Your Bottom Line, will help you discover the bottom line value of developing a focused, engaged and capable led workforce. You’ll get more than a dozen very specific “assignments” — things you can take back to work and apply right away to attract better talent, retain your staff and, perhaps most important, increase the willing contribution each staff member makes to your business’s success.

This program will help leaders:

- Learn how to get your employees committed to the mission of your organization
- Understand the bottom line connection between people practices and profit performance
- Discover how to motivate through reward and recognition

RICHARD HADDEN
Richard Hadden is a Certified Speaking Professional, author and leadership consultant who focuses on the connection between people and profit. He is co-author of the popular Contented Cows Leadership Book Series, including his latest book, Contented Cows Still Give Better Milk, and the book Rebooting Leadership. Hadden developed and practiced his leadership skills as a manager in both financial services and information technology. He was director of product development for a software company in North Florida before starting his own technology consulting business in 1986. Gradually, his consulting focus shifted from information technology to human resources leadership and management. Hadden has appeared on CNN and MSNBC, and his work has been featured in Bloomberg Businessweek, Entrepreneur Magazine and Inc. Magazine, as well as in many trade and professional publications.

Leading Innovation: Jumpstart Your Organization’s Innovative Challenges

NOV. 10, 2016
8:30 A.M.–4:30 P.M.

The Innovation Genome or the iGenome is a strategic blueprint developed from over 25 years of academic research of how the best organizations solve their innovation challenges. By identifying and analyzing four different types of innovation, you will learn how you can use the tension between these competing forces — like the simultaneous pursuit of standardization and customization — to create positive movement. Using this method, you will discover practical ways to help your organization develop, implement and sustain change and innovation. Every individual has some qualities of each quadrant, but some are stronger than others. By attending to the ways that these profiles interact, you can build an organizational culture that benefits from the advantages of all these approaches without inheriting their downsides.

This program will help leaders:

- Discover ways to create a culture for innovation within your organization
- Identify strategies to intentionally build multiple communities of innovation practitioners
- Learn why it is important to provide safe places to fail and/or accelerate opportunities for failure

JEFF DeGRAFF
Jeff DeGraff got his nickname, the “Dean of Innovation,” because of his influence on the field. Dr. DeGraff is clinical professor of management and organizations at the Ross School of Business at the University of Michigan. His research and writing focus on leading innovation. He is co-author of several books including Creativity at Work, Leading Innovation, and Making Stone Soup. His public television program, Innovation You, introduced his ideas about innovation to viewers across America. DeGraff’s opinions on contemporary business matters are covered by Fortune, Wired and the Wall Street Journal to name a few. DeGraff writes a syndicated column on leading innovation for Inc. Magazine and has a regular segment on public radio called The Next Idea.
The Influence Equation: Getting Things Done By Influencing Others

FEB. 28, 2017
8:30 A.M.–4:30 P.M.

Getting things done depends on your ability to influence others. Your boss needs to be persuaded to rethink timelines, or the revenue target he proposed. You wonder how to get your peer to finish and send you the spreadsheets you needed yesterday - though you know it’s still at the bottom of their priority list. And what about your team members - you do have authority over them. So why is it so hard to get them to work together more effectively, or follow through with the change you’ve been pushing for months?

This program will examine influence as an equation — the result of two opposing forces. Persuasion and resistance will take a hard look at the strategies you currently use to try to influence those around you - when talking “up” to superiors or Board members, trying to engage your peers or alliance partners, and dealing with your direct reports. You will learn a menu of skills and strategies that will strengthen your working relationships and improve your ability to influence those around you.

This program will help leaders:

- Understand key mistakes we make when attempting to influence others and the elements of effective persuasion
- Identify the ways we often unintentionally create emotional resistance
- Learn practical approaches to systematically influencing others to get things done

STEVENSON CARLEBACH
Stevenson Carlebach is associate faculty at Harvard Law School’s Program on Negotiation (PON) and has served as an adjunct professor teaching Negotiation at the Georgetown School of Law. Stevenson has worked with Fortune 500 companies both in the U.S. and abroad including Capital One, Merck, Goldman Sachs, The Cambridge Group, IBM, PWC, The MathWorks, Millennium Pharmaceuticals and Deutsche Bank. Stevenson is a graduate of Tufts University where he majored in classics and the Boston University School for the Arts where he received his Masters of Fine Arts in Directing.

Total Leadership & Leading the Life You Want: Skills for Integrating Work & Life

MARCH 23, 2017
9:00 A.M.–4:00 P.M.

This dynamic, interactive experience begins with an overview of Total Leadership — how to achieve four-way wins — and focuses on two principles: be whole and be innovative.

You’re busy trying to lead a “full” life. But does it really feel full—or are you stretched too thin? Enter Stew Friedman, Wharton professor, adviser to leaders across the globe, and passionate advocate of replacing the misguided metaphor of “work/life balance” with something more realistic and sustainable. If you’re seeking “balance” you’ll never achieve it, argues Friedman.

Participants will assess satisfaction and performance in all four domains and the alignment of their actions with their values. They will explore what it means to lead with impact in all domains and leave with a game plan and scorecard for an experiment designed to produce a four-way win, along with a peer coach devoted to supporting their progress.

This program will help leaders:

- Learn how to reframe the meaning of leadership by applying new skills and insights at work, at home, in the community, and within self
- Discover how to transform the way to allocate attention, skills, and resources
- Learn new, practical strategies for engaging others in producing sustainable change

This program will examine influence as an equation — the result of two opposing forces. Persuasion and resistance will take a hard look at the strategies you currently use to try to influence those around you - when talking “up” to superiors or Board members, trying to engage your peers or alliance partners, and dealing with your direct reports. You will learn a menu of skills and strategies that will strengthen your working relationships and improve your ability to influence those around you.

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- Identify the ways we often unintentionally create emotional resistance
- Learn practical approaches to systematically influencing others to get things done

STEWART FRIEDMAN, Ph.D.
Stewart Friedman, an award-winning teacher, appears regularly in business media (The New York Times cited the “rock star adoration” he inspires in his students). He has been recognized twice as one of HR’s Most Influential International Thinkers and as one of the “world’s top 50 business thinkers” thrice by Thinkers50. Stewart’s most recent book is Leading the Life You Want: Skills for Integrating Work and Life (Harvard Business, 2014), a Wall Street Journal best-seller. Stew earned his Ph.D. in organizational psychology from the University of Michigan.
Leadership Accountability: Creating and Sustaining a High-Performance Organization

APRIL 26, 2017
8:30 A.M.–4:30 P.M.

In today’s work place, the concept of accountability has taken center stage as a vital business concern. Yet it is all too often confused with punishment, fault-finding, blame, and guilt. If employees take ownership for the success or failure of tasks, projects or initiatives, then an environment of trust, alignment, communication and accountability can be created.

Linda Galindo will show you how to instill accountability in the workplace starting with yourself. You will learn how to create an environment of ownership for results before the fact that creates clear agreements, execution on plans and success for your team, your organization, and yourself.

This program will help leaders:
- Apply the learning to “start where people are” in their leadership and accountability journey
- Utilize the foundation 12-point checklist to affirm accountability at work individually and collectively
- Create a vision for accountable leadership and design three relevant and effective steps to take back to work with clear benefits that make the journey compelling and sustaining

LINDA GALINDO
Linda Galindo is an international author, educator, speaker, and consultant who is an expert in the field of personal and organizational accountability and high-performance executive team building. Linda speaks nationally on the topics of leadership accountability and creating the culture change to bring about an accountable organization.

Over the past 20 years, she has worked with CEOs, surgeons, elected officials and organizations including The Naval Reactors Facility, The Sundance Institute, Baystate Financial Services, the Children’s Hospital of Philadelphia, Park City Municipal Corporation, and Abbott. Linda authored the 85% Solution, How Personal Accountability Guarantees Success. No Nonsense. No Excuses, Where Winners Live (co-author), and Way to Grow!

Help Them Grow or Watch Them Go: Strategies for Developing Your Top Performers

MAY 18, 2017
8:30 A.M.–4:30 P.M.

Engagement. Discretionary effort. Improved bottom-line results. What organization doesn’t want them? But the real question is: what do employees want? Interesting work and someone who cares about their growth and career.

This interactive workshop, based on the best-seller Help Them Grow or Watch Them Go: Career Conversations Employees Want, offers an immersive opportunity for leaders to develop the skills to facilitate career conversations to help their employees excel. This program is built around a series of short, intentional conversations that allow participants to experience just how powerful and possible a conversation-centered approach to career development is.

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

JULIE WINKLE-GIULIONI
With more than two decades of professional experience, Julie Winkle-Giuliono consults with a wide range of organizations and businesses to improve productivity and results through targeted learning and development initiatives. She works with clients internationally to design, develop, facilitate and evaluate performance improvement strategies in support of business needs. Previous to founding DesignArounds, Winkle-Giulioni led the product development effort at AchieveGlobal, the world’s largest training provider.
Louder than Words: Harness the Power of Your Authentic Voice

JUNE 8, 2017
8:30 A.M.–4:30 P.M.

Your work tells tales. It speaks about you, your values, your hopes, your ambitions, and ultimately what you deem worthy of your energy and attention. The key to making your work speak loudly and resonate with others is to uncover, develop, and then bravely use a voice rooted in authenticity.

In this program you’ll discover how to develop the core drivers of an authentic, resonant voice (authenticity, uniqueness, precision, consonance, empathy, timing) and why some voices connect deeply while others simply miss the mark. You’ll also learn what your most resonant work results are when you are mindful of three key factors: what you care about, what your audience cares about, and ideas already gaining momentum.

This program will help leaders:

- How to develop the core drivers of an authentic, resonant voice (authenticity, uniqueness, precision, consonance, empathy, timing)
- Understand why some voices connect deeply while others simply miss the mark
- Learn how to gain the best results at work by being mindful of three key factors: what you care about, what your audience cares about, and ideas already gaining momentum

Todd Henry

Todd Henry teaches leaders and organizations how to establish practices that lead to everyday brilliance. He is the author of three books, *The Accidental Creative*, *Die Empty*, and *Louder Than Words*, which have been translated into more than a dozen languages, and he speaks and consults across dozens of industries on creativity, leadership, and passion for work.

His book *Die Empty* was named by Amazon.com as one of the best books of 2013. His latest book, *Louder Than Words*, is about how to develop an authentic voice that resonates and creates impact. Bestselling author Tom Rath called it, “...one of the best guides to living a meaningful life I have ever read.”

Daring to Change:
A Collaborative Exploration of the Leadership We Need Now

SEPT. 13, 2017
8:30 A.M.–4:30 P.M.

Within each of us, right now, is everything we need to thrive in the face of complexity and change. We just have to decide whether or not we are willing to do the work, whether or not we are willing to lead a more daring life.

The program will begin with an introduction of the subject matter including the leadership “voices” construct that guides our work. Through a storytelling framework, you will hear a story from David Berry’s experience to set the tone for each section after which you will be invited to reflect on and share a story of your own.

This program will help leaders:

- Understand three leadership “voices” necessary to sustain continuous learning while increasing both engagement and ownership with your team
- Be aware of the connection between continuous learning and effective leadership
- Reflect on their own change experiences, normalize the more difficult elements of change leadership, and consider concrete strategies for increasing their leadership effectiveness in the face of change

David Berry

David Berry is the author of the book *A More Daring Life: Finding Voice at the Crossroads of Change* and the founder of RULE13 Learning, through which he inspires the conversations necessary for leaders and their organizations to thrive at the crossroads of change.

As a professional speaker, author and consultant he shares ideas that inspire more meaning, connection and learning in both ideas and organizational life.

David holds certifications from the Hudson Institute of Coaching and the Institute for Conversational Leadership. He was educated at Loyola Marymount University where he earned a Bachelor’s in Humanities and a Master’s in Education.
Come Together: Generational Differences and How to Effectively Work with People of All Ages

OCTOBER 5, 2017
8:30 A.M.–4:30 P.M.

Why don’t Boomers realize there’s more to life than work? And why don’t Millennials realize that their 5:00 pm yoga class does not take precedence over a client deadline? What happened to “paying your dues?” Why doesn’t my supervisor praise me and appreciate me for all the great things I do every day?

These questions are being asked and grumbled about in every office everywhere in the country. Anytime two or more generations work side by side, there are going to be potential differences in the approach to work and collaboration. How do you learn to work with someone who has such a different approach to work, not to mention their values and priorities?

This presentation focuses on key generational differences and how you can work effectively with someone of any age - and enjoy it!

This program will help leaders:
- Understand the 4 generations and the experiences that have shaped and defined them in meaningful ways
- Discover how different generations can come together to better serve your company, both internally (employees) and externally (with clients)
- Learn specific do’s and don’ts and common obstacles faced with different generations

Heart-Led Leader: Defining Your Leadership Philosophy (A.M.)

OCT. 25, 2017
8:30 A.M.–12 P.M.

Tommy Spaulding believes that every leader must have a leadership philosophy that they can name and follow on a daily basis... a compass to guide every action and decision. Heart-Led Leadership is a clearly spelled-out leadership philosophy that is proven to drive extraordinary bottom-line results. Tommy believes that love and results are not opposites. They are two sides of the same coin. He calls it love-driven results.

To effect true transformational change, heart-led leaders draw on the qualities of humility, vulnerability, transparency, empathy and love. Illustrated with stories from his own life, and from some of the exceptional leaders he has met and worked with over the years, Spaulding unpacks what those qualities mean, talks about the 18-inch journey from the head to the heart – from our intellect to our emotions – and will show you how to incorporate them into your career, into how you manage and lead others, and into how you live your life. It is a vision of leadership that has the power to transform everything you do and the lives of everyone you touch.

This program will help leaders:
- Develop a leadership philosophy to drive bottom-line results
- Understand the qualities of humility, vulnerability, transparency, empathy and love
- Discover how to incorporate your heart into your career to manage others and live your life

KELLY MCDONALD
Named #1 On Successful Meetings Magazine’s List of “26 Hot Speakers.” Kelly McDonald is a marketing and advertising expert with 20 years of ad agency experience. Her company, McDonald Marketing, was named one of the “Top Ad Agencies in the U.S.” by Advertising Age Magazine. She’s been featured in BusinessWeek, on CNNMoney.com and on Sirius/XM Radio.

TOMMY SPAULDING
Tommy Spaulding is president of the Spaulding Companies Corporation, a national leadership development, speaking, training, consulting and executive coaching organization. A world-renowned speaker on leadership, Spaulding has spoken to hundreds of organizations, associations, educational institutions and corporations around the globe.

Spaulding earned a B.A. in political science from East Carolina University; an M.B.A. from Bond University in Australia, where he was a Rotary Ambassadorial Scholar; and an M.A. in nonprofit management from Regis University. Spaulding received an honorary Ph.D. in Humanities from The Art Institute of Colorado.
Return on Relationship: Building Deeper, More Authentic Connections (P.M.)

OCT. 25, 2017 1:00 P.M.–4:30 P.M.

This program is designed to inspire leaders to engage in new conversations about how to best equip themselves and their organizations for change.

Tommy Spaulding inspires audiences and teaches them how to achieve unprecedented professional and personal success by forming deeper, more authentic relationships with customers, employees, clients and other key stakeholders.

While tough economics talk only of return on investment (ROI), Tommy contends that “Return to Relationships,” or ROR, is the currency we should focus on rather than solely ROI. By focusing on building meaningful relationships, bottom line goals can be achieved. Spaulding demonstrates how investing unselfishly in the lives of others is the most important thing we can do for ourselves.

This program will help leaders:
- Understand why return on relationships is the new currency driving return on investment
- Create a relationship game plan that can effectively be used daily and weekly
- Implement the five floors of relationships and utilize them with your team or clients to build relationship capital and results

TOMMY SPAULDING
Tommy Spaulding is president of the Spaulding Companies Corporation, a national leadership development, speaking, training, consulting and executive coaching organization. A world-renowned speaker on leadership, Spaulding has spoken to hundreds of organizations, associations, educational institutions and corporations around the globe.

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The Purpose Revolution: Winning the Emerging Customer, Employee & Investor

NOV. 15, 2017 8:30 A.M.–4:30 P.M.

The new economy is going to be driven by an emerging group of people all over the world who want their employment, investing and buying to shape a better world while meeting their self-oriented needs. This class shows how a new driver of choice is happening worldwide whereby consumers, employees and investors are using purpose and community as a major driver of their commitments. This new driver is present worldwide and cuts across almost all demographic barriers including age, developing world, politics, religious affiliation and income level. Those companies who understand and respond to this aspirational person will create game-changing competitive advantage. Rather than thinking of this person as a consumer, employee or investor, we need to begin to realize this is the same person and we need to attract them on all three fronts at once.

This program will help leaders:
- Understand this rising class and how different they are from every class of buyers, investors and employees that have come before
- Discover the drivers of their choices
- Learn practical ways to grow their market share, brand loyalty and engagement of this new group

JOHN IZZO, Ph.D.
John Izzo, Ph.D., 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.

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

PUBLIC $995 (FULL DAY), $598 (HALF DAY)
UD ALUMNI $945 (FULL DAY), $598 (HALF DAY)
PARTNER $897 (FULL DAY), $598 (HALF DAY)