

# Orientation: Using Personality Type & Styles to Foster Leadership

**January 18, 2012**  
**8:30 am—4:30 pm**

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 and assess their own preferred types. In order for a leader to maximize their own performance and their teams performance, they must have a solid understanding of who they are as a leader.

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

## This Program will help leaders:

- Receive an overview of the Emerging Leader program and make a commitment to your leadership development
- 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** has been a consultant, trainer and executive coach for the past twenty 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.

Roger is a qualified / certified trainer in Achieve/Global (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. Roger has taught at the University of Dayton and Wright State University.



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# Executive Communications: Gaining the Advantage Through Professional Presence

January 25, 2012  
8:30 am—1:00 pm

Can an improper interaction cost you a client or your opportunity to advance? Absolutely. Your professional presence can be the difference between you 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 it pertains 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, non-verbal communication, business technology of today and the finer points of professional dining.

## This Program will help leaders:

- Discover the power of first impressions and techniques for making a positive, lasting impression
- Understand the importance of non-verbal communication and how to modify body language to send your message with confidence, conviction and professionalism
- Use the electronic media of today to impact business and customer relations in a positive manner
- 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**, 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. Jill is a certified image consultant with the Association of Image Consultants International (AICI). Jill has worked with major clients such as Procter & Gamble, Johnson & Johnson, Fifth Third Bank, General Cable Corporation, Xavier University, and Northern Kentucky University to deliver customized solutions and training to address image.

Jill 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 TV and radio programs, including Cincinnati's ABC affiliate WCPO and WKQR Q-102 FM.



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# Executive Communications (continued): Communicating At The Exec Level

January 25, 2012  
1:00 pm—4:30 pm

At work, there are many opportunities to lead and communicate, whether as a formal supervisor, team leader, committee chairperson, or informal group leader. This program has been designed to cover that critical topic of presentation.

Think about some of the greatest leaders of the past...the one thing those leaders had in common was the ability to communicate their message. In order to truly inspire others within your organization, it is critical to master this critical component of being a leader.

This workshop will help you by giving you the needed tools to be the presenter others will be inspired by and follow.



## This Program will help leaders:

- Learn about communication thinking styles and how they affect others and to over-communicate for success
- Learn to use assertive communication behaviors and listening skills to improve communication
- Discover how to present information to senior, technical, and sales audiences, and how to maintain extemporaneous expertise, and how to be effective managers of the Q&A
- Develop simple, concise messages with awareness of the multi-generational audiences

**Patricia Pierce** has a unique background, combining both academics and business experiences. She received a B.A. in English/French from DePauw University and her Ph.D. and M.A. in Education and Communication from the University of Akron.

In addition to teaching at Miami University, Ashland University, the University of Dayton, and Sinclair Community College, Dr. Pierce worked for NCR in various roles including training, curriculum design, public relations and marketing, and was the executive director of the foundation at St. Leonard's.



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# 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 on the Emerging Leader program, what programs their mentee will participate in and how they can provide the needed support over a 12-month period to assist in their mentees 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
- Identify a clear plan of action and objectives to achieve during your time together

**February 2, 2012**  
**8:30 am—12:00pm**



**Brent Kondritz** is the Assistant Director and Program Director of the University of Dayton Center for Leadership & Executive Development. Prior to joining the University of Dayton CLED team in 2010, he 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, coaching 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 at Kearney.




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# Legal & Ethical Issues In The Workplace

**February 22, 2012**  
**8:30 am—4:30 pm**

How often have we turned on the television or checked out an on-line news website to see the cover story pertain to inappropriate behavior by an organizations leader? The answer is probably too many...

The legal and regulatory environment of business continues to evolve with new complexities and challenges for leaders. State and federal laws on employment discrimination, the protection of intellectual property, safety and product liability, anti-competitive behavior, and corporate integrity and ethics continue to provide traps for the unwary.

This program focuses on the critical substantive knowledge every leader should possess to identify these legal and ethical issues when they arise, and improve the company's exposure to legal liability.

Topics include: employment law, intellectual property, white-collar criminal law, and antitrust law.

## This Program will help leaders:

- Understand the relevant federal and state laws that leaders are most likely to encounter in day-to-day business transactions
- Develop issue identification skills to recognize the limits of legal self-diagnosis
- Identify appropriate managerial responses to issues that present potential legal liability to the enterprise
- Grasp the public policy behind laws that affect businesses



**Terence Lau** is an Associate Professor at the University of Dayton in the Department of Management and Marketing. Dr. Lau's industry experience includes serving as in-house counsel to Ford Motor Company in Detroit, London and Bangkok, where he advised the company on transactional, regulatory and distribution matters.

Dr. Lau's work has been published in *American Business Law Journal*, *Notre Dame Journal of Law, Ethics & Public Policy*, and *Valparaiso University Law Review*, among others. He served as a Supreme Court Fellow for the United States in 2006-2007, working in the Office of the Counselor to the Chief Justice.

He is currently the Director for the International Business program at the University of Dayton, managing the curriculum, developing new study abroad experiences and managing the School of Business Administration's international partnerships.



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# Coaching For Performance

**March 14, 2012**  
**8:30 am—4:30 pm**

Coaching for Performance is designed to enhance a leader's management skills and prepare them for the changing demands of today's global marketplace.

This program is an interactive, straightforward, developmental session combining training, skill evaluation, coaching, group activities and strategic visioning.

Participants will evaluate where we've come in our approach to coaching, and where we must go as managers to not only survive but to thrive, and truly maximize the potential of our employees and corporations.

You will learn how you, your team, and your organization can benefit when you master the skills of coaching.

## **This Program will help leaders:**

- Define the roles, responsibilities, and impacts of the leader today relative to the leader of yesterday
- Recognize your potential and contribution as a leader
- Assess your current approach and leadership coaching skills
- Use coaching as a powerful leadership tool



**Matt Becker** is the owner of Authentic Excellence, LLC, a career and life coaching business and is an Associate Certified Coach through the International Coaching Federation. He has 10 years of experience in the field of Human Resource Development working in both the private and public sector, with a specialty in leadership development, interpersonal skills development, coaching, mentoring, and team building.

Matt has a BA in Political Science from John Carroll University and a M.Ed. from Xavier University. As a coach, Matt 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 are what makes him a successful coach.



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# Managing Management Time

April 12, 2012

8:30 am—4:30 pm



Are you able to recognize the biggest roadblocks to project management and time management in your organization? Are you sure that you are not the one that prevents others from working on projects and getting them done on time while they wait for instruction or feedback from you?

You are the leader...so it is you that needs to take control of the time!!! This program is different than the traditional time management programs about how to schedule work, batch projects and address incoming frantic emails. Instead, Mr. Oncken will teach you how to get control of timing and content of your job.

This program, developed by William Oncken, the author of the original "Monkey Time Management" article, will help you manage time, stress, and projects. You will learn how to keep yourself, your boss, and your employees moving ahead on projects; as well as gain keys to keeping those unwanted "monkeys" off your back.

## This Program will help leaders:

- Delegate without unnecessary risk
- Increase your subordinate's authority
- Discover how to make good decisions
- Get your employees to solve problems and think for themselves

**William Oncken III** joined The William Oncken Corporation in 1978 as Manager of Product Development. He was later appointed President under William Oncken, Jr., Chairman, CEO and creator of the Oncken proprietary training programs including the famous seminar, Managing Management Time™, with his legendary "monkey-on-the-back" analogy. Bill succeeded his father in February 1988 as CEO.

Bill received his MBA from Southern Methodist University, followed by several years in the insurance and estate planning industry. Prior to that he had been a Regular Army Officer where he served as a Ranger and Paratrooper. He spent his pre-college years as an enlisted man in the infantry (Airborne), and upon his discharge attended Texas A&M University, graduating as a Distinguished Military Student.

The unique philosophy of Oncken's internationally known seminar, Managing Management Time™, enjoys international success with all levels of management. Now in its 50th year, it has become an integral part of the cultures of scores of corporations, and various U.S. government agencies.




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# Leadership That Builds Community: How To Be Effective Leading Outside Your Own Organization

May 2, 2012

8:30 am—12:00 pm

This session will explore principles and techniques of community leadership. It is not the same as organizational leadership, but most organizational leaders are asked to bring their gifts and the resources of their organizations to the work of building and strengthening communities.

The session will include: an overview of the leadership challenges in building communities; an introduction to five successful approaches to leading in community; and examples from the Fitz Center for Leadership in Community at the University of Dayton.

This program then concludes with identifying service projects in which Emerging Leaders will champion to make a difference in the local community.

## This Program will help leaders:

- Identify challenges of community leadership – especially when leading without authority
- Incorporate different insights and leadership styles in their work in the community as volunteers or task force members
- Appreciate the leadership excellence of area nonprofit executives and board members



**Dick Ferguson** was named Executive Director of the Fitz Center for Leadership in Community in 2001. In the community, Dick currently serves on the Advisory Board of the Montgomery County Community Action Partnership, Phoenix Project Board of Directors and Investment Committee, Daybreak Runaway Shelter Board of Trustees, and Good Samaritan Hospital and Samaritan Health Partners Boards of Trustees. He also co-directs Dayton's Neighborhood School Centers Initiative.

Dick is a 1973 graduate of the University of Dayton (B.A. in English) and a 1993 graduate of The Ohio State University School of Public Policy and Management (M.A. in Public Policy). Both Dick and his wife, Susan, are recipients of the Lackner Award for their staff contributions to the Marianist character of the University of Dayton.



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# Leadership Authenticity: 10 Truths About Leadership

**May 2, 2012**  
**1:00 pm—4:30 pm**

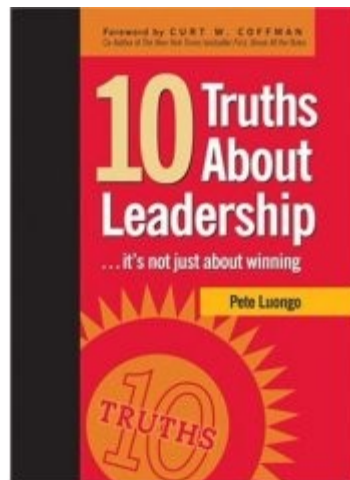
Company leaders can cite hundreds of reasons why they aren't successful, from a weak economy to stiff competition. Everyone has an excuse.

This program gives you answers. Developed by Peter Luongo, former CEO of The Berry Company, this program presents a behavior-driven model for high performance that focuses on hiring great people, a commitment to support them, well-defined expectations, effective feedback, and acceptance of total accountability for individual performance.

He shares his insights and experiences as a true leader, as well as his "Ten Truths" that provide solutions to problems leaders face every day.

## This Program will help leaders:

- Create a powerful organization that is capable of top performance
- Embrace accountability for individual performance without fear
- Understand the role of a leader, as told from the perspective of a former CEO



**Peter Luongo** retired as President and CEO of The Berry Company in August 2003. His career at The Berry Company spanned more than 33 years. During his last nine years with the company, Peter was instrumental in guiding Berry through a period of record sales growth, numerous contract acquisitions, and the perpetuation of the nearly 100-year-old company as an industry leader and "a great place to work."

Since retirement, Peter has dedicated himself to sharing this unique approach with audiences all over the world. His powerful message transcends business transformation, emerging technology, product innovation, corporate vision statements, and strategic imperatives. Peter shares with his audience how his behavior-driven model not only ensures long-term growth, but also creates an environment where employees feel valued, respected, and part of something special.




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# Executive Effectiveness: Key Strategies For Increasing Engagement

June 6, 2012

8:30 am—4:30 pm

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** is the Director of the Center for Leadership & Executive Development. She initially came to the University of Dayton for the role of Sports Marketing Manager, and after a two-year stint at a marketing and advertising firm, joined the CLED team in 2001.

She is certified in a number of leadership assessment instruments, including the Myers Briggs Type Instrument, Mentoring Style Indicator, Personnel Decisions International executive assessments' and the Lominger Architect Suite assessments. Beutel is certified by the Human Performance Institute as a facilitator of The Power of Full Engagement program.

She received a B.A. in Political Science from North Carolina State University, an M.A. in Education from the University of Akron, and is currently a doctoral candidate in Educational Leadership at the University of Dayton.



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# Learn, Lead & Serve

A leader's responsibility to make a difference extends beyond their professional life and into their 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 to 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

**June 21, 2012**  
**8:30 am—4:30 pm**



**Brent Kondritz** is the Assistant Director and Program Manager of the University of Dayton Center for Leadership & Executive Development. Prior to joining the University of Dayton CLED 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 in assessments, leadership and coaching practices. Kondritz received his B.S. in Marketing and minor in Psychology from Eastern Illinois University and his MBA from the University of Nebraska at Kearney.



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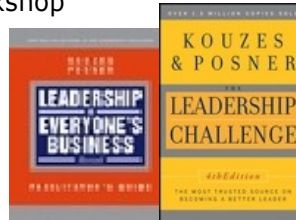


# The Leadership Challenge

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 "Leadership is Everyone's Business." 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 the 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
- **Model the Way** by ensuring personal values align with corporate values
- **Inspire a Shared Vision** by contributing to their team's vision of the future
- **Challenge the Process** by exploring and problem-solving opportunities for improvement within their team
- **Enable Others to Act** by understanding their unique value to the team and appreciating the contributions of others
- **Encourage the Heart** by recognizing the value of giving and receiving recognition from peers

**July 17-19, 2012**  
**8:30 am—4:30 pm**



**Steve Houchin** is passionate about helping individuals and teams discover the power of leadership. A dynamic, engaging facilitator, he works to develop leadership in senior executives, mid-level managers, and front line supervisors.

At the Kroger Company for 18 years, he held various positions including the role of divisional human resources director, in which he was a key member of the executive team responsible for the P&L success of 90 retail stores, warehouse, and transportation fleet. Steve also served as Kroger's corporate director of management education and development.

Steve earned a Bachelor of Science degree from Ohio State University and completed graduate studies at Central Michigan University. His love for teaching and modeling leadership behaviors inspires participants to grow personally and professionally and impact the success of their organizations.



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# Leading Change

This program provides a framework to help the Emerging Leader navigate through the challenges posed by today's dynamic business environments. The hard fact is that most major change initiatives do not deliver as promised – the good news is that we know why. We will explore what those who lead others in the midst of major change can do to drastically increase their likelihood of success.

By the end of this session leaders will have a greater understanding of the human dynamics that inhibit – or contribute to - organizational transition from two perspectives:

1. What we can do to increase the speed and efficiency with which we, personally, move through change
2. What we, as leaders, can do to enable those around us in moving successfully through change

## This Program will help leaders:

- Increase their skill in approaching change in your organization in order to deliver on the desired outcome
- Explore the often overlooked prerequisites to fostering human commitment to change
- Enhance their own personal resilience to change so that they can manage and lead others in the organization
- Better enable self and others in moving effectively through the change processes

**August 29, 2012**  
**8:30 am—4:30 pm**



**Rod Goelz** is a Senior Executive with Conner Partners, a leading Change Execution firm. He has facilitated change execution across a wide range of clients from the Fortune 50, to local governments. He has a track record of driving results while also transferring capability thus helping clients successfully navigate immediate strategic change *and* leaving them better equipped for future change execution.

As the leader of Conner Partners Knowledge Transfer practice, Rod mixes humor and high energy with over twenty years of experience and a strong application focus to create powerful, high value leadership development experience.




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# Accounting Fundamentals: Finance for Non-Financial Manager I

September 25, 2012  
8:30 am—2:00 pm

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 that 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 are 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** is a full time Professor of Accounting at the University of Dayton. He teaches both required and elective courses in the MBA program as well as the undergraduate program.

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.



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# Finance For Non-Financial Managers II

October 9, 2012  
8:30 am—4:30 pm

Whether you work in a corporate, non-profit 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 better be prepared to lead your organization from a financial perspective.

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

## This Program will help leaders:

- Provide an introduction to the fundamental concepts of corporate finance and financial management
- Interpret and use financial statements and financial ratios
- Explain how a firm's stock is valued using the discounted free cash flow approach
- Understand the impact of value drivers on a firm's valuation



**Leslie Douglas** is a full-time lecturer in finance at the University of Dayton. She teaches introductory finance as well as corporate finance electives in both the undergraduate and MBA programs.

Prior to joining the University in 2002, she worked in industry for fifteen years, principally in the areas of corporate treasury and finance, and investor relations. Professor.

Douglas has an undergraduate degree in Business Administration from The Ohio State University, and an MBA from Harvard Business School.



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# Operations Management

**October 25, 2012**  
**8:30 am—4:30 pm**

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
- Gain insights into some important considerations in effective logistics and supply chain management



**Mike Gorman** is an Associate Professor at University of Dayton in the Department of MIS, OM and DSC. Dr. Gorman has ten years of experience in the rail industry at BNSF Railway, and regularly consults for both shippers and carriers in transportation and logistics issues. Dr. Gorman's work has been published in *Manufacturing and Services Operations Management*, *Annals of OR*, *Interfaces*, *Applied Economics*, and *Transportation Quarterly*, among others. He was a finalist in INFORMS' Daniel Wagner Competition for Applied Research in 2005. He is a referee for numerous peer-reviewed journals. Mike has five years of service in INFORMS Rail Applications Special interest group, including Chair. He is currently the Treasurer of the Cincinnati-Dayton local chapter of INFORMS.




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# Marketing Essentials

**November 1, 2012**  
**8:30 am—4:30 pm**

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 also will 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
- Use and understand the scope of a complete marketing plan



**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, Irene is a professor of Marketing in The University of Dayton's School of Business. Irene has also published and presented numerous occasions on the topic of Marketing, especially Internet & eMarketing.



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# Strategic Management

**November 14, 2012**  
**8:30 am—4:30 pm**

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 answer to these questions is obvious while at other times it's 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 to 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:

- Gain a better understanding of strategy and the role it plays in a firm's quest for competitive advantage
- Understand the resource-based view of the firm and identify the four criteria that a firm's resources must possess to maintain a sustainable advantage
- Understand the usefulness of financial ratio analysis and how to make meaningful comparisons of performance across firms



**John Gentner** is an Executive in Residence and full-time lecturer at the University of Dayton.

As a member of the department of Management and Marketing, Gentner teaches numerous courses on the topic of leadership and strategic management. Recently, he took over responsibilities for the university's MBA Capstone course which allows graduate students the opportunity to solve real world issues for area companies.

With a business career that spans more than two decades, Gentner brings a significant amount of professional experience and practical knowledge into the classroom. He spent more than 16 years with Fifth Third Bank, holding numerous management positions before ending his career as a Vice President. He earned his B.A. in Management from Capital University and his MBA from the University of Dayton.



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## 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" they calculate their 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
- Have a little fun

**December 4-5, 2012**  
**8:30 am—4:30 pm**



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

During his multi-faceted career, Jim 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.

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




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**Learn. LEAD. Serve.**

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To find out more about developing leaders  
across your organization, please contact us at:

