



# EMERGING LEADER

## JANUARY 2018-DECEMBER 2018 CALENDAR

DATE	COURSE	INSTRUCTOR
1/18	Orientation: Using Personality Type and Styles to Foster Leadership	Roger Fortman, Fortman & Associates
1/24	Executive Communication I: Building Business Etiquette to Outlast the Competition	Leah Hawthorne, ABI   advanced business image & etiquette
2/6	Mentor Training	University of Dayton
3/1	Executive Communication II: The Art of Leadership Communication	Ron Crossland, Ron Crossland Leadership Development
3/21	Coaching for Performance	Matt Becker, Authentic Excellence
4/11	Leading Community Collaboration	Steven Neiheisel, University of Dayton
5/8	Creating a Great Workplace Culture	David Robert, DR Consulting Group
5/23	Learn, Lead, and Serve	University of Dayton
6/14	Executive Effectiveness: Key Strategies for Increasing Engagement	Lisa Beutel, University of Dayton
7/17-19	The Leadership Challenge	Steve Coats, International Leadership Associates
8/30	Leading Change	Rod Goelz, Goelz Consulting Group
9/5	Accounting Fundamentals: Finance for Non-Financial Managers I	Joe Castellano, University of Dayton
9/18	Finance for Non-Financial Managers II	Alisa Livesay, Mosaic Strategic Partners LLC
10/3	Operations Management	Mike Gorman, University of Dayton
10/24	Marketing Essentials	Serdar Durmusoglu, University of Dayton
11/13	Strategic Management	Vince Lewis, University of Dayton
12/12-13	Business Simulation	Jim Norris, Celemi CSP



# EVERY LEADER HAS A UNIQUE PATH. LET US BE YOUR GUIDE.

Identify the competency or skills you are looking to develop from the table below and find the programs that will address that skill. Program dates and descriptions are listed in detail throughout this book.

COMPETENCIES & COURSES	
FACTOR I: THOUGHT	<b>Business Insight</b> -Accounting Fundamentals: Finance for Non-Financial Managers I -Business Simulation -Finance for Non-Financial Managers II -Marketing Essentials -Operations Management -Strategic Management
	<b>Customer Focus</b> -Learn, Lead and Serve -Marketing Essentials
	<b>Financial Acumen</b> -Accounting Fundamentals: Finance for Non-Financial Managers I -Business Simulation -Finance for Non-Financial Managers II
	<b>Manages Complexity</b> -Leading Change -Operations Management -Strategic Management
	<b>Decision Quality</b> -Accounting Fundamentals: Finance for Non-Financial Managers I -Business Simulation -Finance for Non-Financial Managers II -Operations Management
	<b>Balances Stakeholders</b> -Accounting Fundamentals: Finance for Non-Financial Managers I -Finance for Non-Financial Managers II -Leading Change -Marketing Essentials
	<b>Cultivate Innovation</b> -Strategic Management
	<b>Strategic Mindset</b> -Finance for Non-Financial Managers II -Strategic Management

COMPETENCIES & COURSES	
FACTOR II: RESULTS	<b>Resourcefulness</b> -Business Simulation -Leading Community Collaboration -Learn, Lead and Serve -Operations Management
	<b>Directs Work</b> -Coaching for Performance
	<b>Plans &amp; Aligns</b> -Business Simulation -Leading Change -Strategic Management
	<b>Optimizes Work Processes</b> -Learn, Lead and Serve -Operations Management
	<b>Ensures Accountability</b> -Leading Change
FACTOR III: PEOPLE	<b>Drives Results</b> -Coaching for Performance -Executive Communication II: The Art of Leadership Communication -Executive Effectiveness: Key Strategies for Increasing Engagement
	<b>Collaborates</b> -Coaching for Performance -Creating a Great Workplace Culture -Leading Community Collaboration -The Leadership Challenge
	<b>Manages Conflict</b> -Executive Communication II: The Art of Leadership Communication
	<b>Interpersonal Savvy</b> -Executive Communication I: Gaining the Advantage through Professional Presence -Mentor Training -Orientation: Using Personality Type and Styles to Foster Leadership
	<b>Builds Network:</b> -Executive Communication I: Gaining the Advantage through Professional Presence -Leading Community Collaboration -Learn, Lead and Serve -Mentor Training
	<b>Develops Talent</b> -Coaching for Performance

Competencies Not Addressed in the Emerging Leader Programs Include: Action Oriented, Attracts Top Talent, Global Perspective, Manages Ambiguity, Nimble Learning, Situational Adaptability, Tech Savvy



## COMPETENCIES & COURSES

### FACTOR III: PEOPLE

#### Values Differences

- Leading Community Collaboration
- Orientation: Using Personality Type and Styles to Foster Leadership

#### Builds Effective Teams

- Creating a Great Workplace Culture

#### Communicates Effectively

- Coaching for Performance
- Creating a Great Workplace Culture
- Executive Communication I: Gaining the Advantage through Professional Presence
- Executive Communication II: The Art of Leadership Communication
- Orientation: Using Personality Type and Styles to Foster Leadership

#### Drives Engagement

- Creating a Great Workplace Culture
- Executive Communication II: The Art of Leadership Communication
- Mentor Training
- The Leadership Challenge

#### Organizational Savvy

- Leading Community Collaboration
- Learn, Lead and Serve

#### Persuades

- Executive Communication II: The Art of Leadership Communication

#### Drives Vision & Purpose

- The Leadership Challenge

### FACTOR IV: SELF:

#### Courage

- The Leadership Challenge

#### Instills Trust

- Creating a Great Workplace Culture

#### Demonstrates Self-Awareness

- Executive Effectiveness: Key Strategies for Increasing Engagement
- Mentor Training
- Orientation: Using Personality Type and Styles to Foster Leadership
- The Leadership Challenge

#### Self-Development

- Executive Communication I: Gaining the Advantage through Professional Presence
- Executive Effectiveness: Key Strategies for Increasing Engagement
- Mentor Training
- Orientation: Using Personality Type and Styles to Foster Leadership

#### Being Resilient

- Executive Effectiveness: Key Strategies for Increasing Engagement
- Leading Change

Competencies Not Addressed in the Emerging Leader Programs Include: Action Oriented, Attracts Top Talent, Global Perspective, Manages Ambiguity, Nimble Learning, Situational Adaptability, Tech Savvy

## Orientation: Using Personality Type and Styles to Foster Leadership

JAN. 18, 2018

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.

*Competencies addressed: Communicates Effectively, Demonstrates Self-Awareness, Interpersonal Savvy, Self-Development, Values Differences*

### **This program will help leaders:**

- Assess their preferred personality type and identify their strengths and pitfalls.
- Learn how to interact more effectively with people of different personality types.
- Increase leadership effectiveness by understanding how personality style affects leadership behavior.

## Executive Communication I: Building Business Etiquette to Outclass the Competition

JAN. 24, 2018

8:30 A.M.—2:00 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.

*Competencies addressed: Builds Network, Communicates Effectively, Interpersonal Savvy, Self-Development*

### **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. 6, 2018

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.

*Competencies addressed: Builds Network, Drives Engagement, Demonstrates Self-Awareness, Interpersonal Savvy, Self-Development*

### 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

MARCH 1, 2018

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.

*Competencies addressed: Communicates Effectively, Drives Engagement, Drive Results, Manages Conflict, Persuades*

### 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.

## Coaching for Performance

MARCH 21, 2018

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.

*Competencies addressed: Collaborates, Communicate Effectively, Develops Talent, Directs Work, Drives Results*

### 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 11, 2018

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. The afternoon entails a poverty simulation allowing leaders to gain a glimpse into the lives and families living in our community.

*Competencies addressed: Builds Network, Collaborates, Organizational Savvy, Resourcefulness, Values Differences*

### 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 8, 2018

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.

*Competencies addressed: Builds Effective Teams, Collaborates, Communicate Effectively, Drives Engagement, Instills Trust*

### 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 23, 2018

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 ability to lead 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.

*Competencies addressed: Builds Network, Customer Focus, Organizational Savvy, Optimizes Work Processes, Resourcefulness*

### 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 14, 2018

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.

*Competencies addressed: Being Resilient, Demonstrates Self-Awareness, Drives Results, Self-Development*

### 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 17–19, 2018

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 leadership on the job.

*Competencies addressed: Collaborates, Courage, Demonstrates Self-Awareness, Drives Engagement, Drive Vision & Purpose*

### 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 leadership on the job: Model the Way, Inspire a Shared Vision, Challenge the Process, Enable Others to Act and Encourage the Heart.



## Leading Change

**AUG. 30, 2018**

**8:30 A.M.–4:30 P.M.**

In today's constantly changing world, we all face the challenge of adapting effectively to change. As a leader, you are also responsible for successfully leading your team through organizational change, and, for helping your direct reports refine their change adaptation capabilities. This program will deepen your skills in all three areas: personally adapting to change, leading others through change and building/increasing change adaptation competence. By the end of this session participants will have a greater understanding of the human dynamics that inhibit—or contribute to—effectively adapting to, and leading, organizational change.

*Competencies addressed: Balances Stakeholders, Being Resilient, Ensures Accountability, Manages Complexity, Plans & Aligns*

### **This program will help leaders:**

- Understand the primary keys to being consciously change resilient.
- Deepen awareness of effective change leadership tactics.
- Sharpen change coaching skills.

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

**SEPT. 5, 2018**

**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.

*Competencies addressed: Balances Stakeholders, Business Insights, Decision Quality, Financial Acumen*

### **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. 18, 2018**

**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.

*Competencies addressed: Balances Stakeholders, Business Insight, Decision Quality, Financial Acumen, Strategic Mindset*

### **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.

## Operations Management

**OCT. 3, 2018**

**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.

*Competencies addressed: Business Insight, Decision Quality, Manages Complexity, Optimizes Work Processes, Resourcefulness*

### **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.



## Marketing Essentials

OCT. 24, 2018

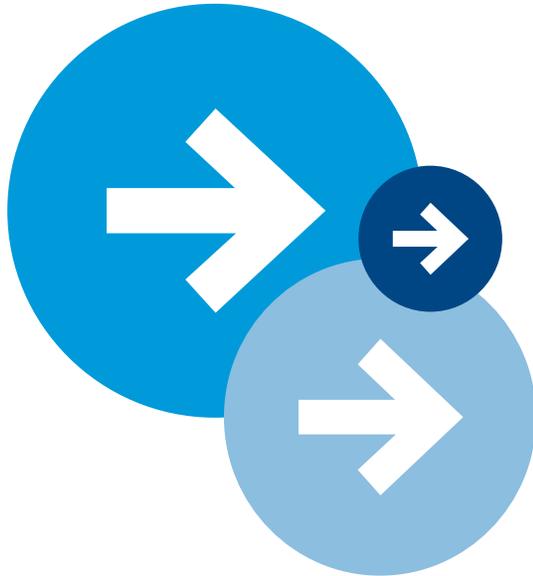
8:30 A.M.–4:30 P.M.

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.

*Competencies addressed: Balances Stakeholders, Business Insight, Customer Focus*

### 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.



## Strategic Management

NOV. 13, 2018

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.

*Competencies addressed: Business Insight, Cultivate Innovation, Manages Complexity, Plans and Aligns, Strategic Mindset*

### 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. 12–13, 2018

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.

*Competencies addressed: Business Insight, Decision Quality, Financial Acumen, Plans & Aligns, Resourcefulness*

### 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.