



Center for Leadership
300 College Park
Dayton, OH 45469-7025

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EMERGING LEADER CERTIFICATE



University of Dayton
**Center for
Leadership**

JANUARY 2020

1/23	Orientation: Using Personality Type & Styles to Foster Leadership
2/05	AM: Maximizing Your Potential at Work PM: Mentor Training
2/26	Executive Communication: The Art of Leadership Communication
3/17	Executive Communication: Building Business Etiquette
4/8	Leading Community Collaboration
4/30	Coaching For Performance
5/20	Creating a Great Workplace Culture
6/18	Learn, Lead & Serve
7/8	Executive Effectiveness: Key Strategies for Increasing Engagement
7/28-30	The Leadership Challenge
8/19	Leading Change
9/8	Accounting Fundamentals: Finance for Non-Financial Managers I
9/30	Finance for Non-Financial Managers II
10/14	Marketing Essentials
11/5	Operations Management
11/19	Strategic Management
12/9-10	Business Simulation

AUGUST 2020

8/20	Orientation: Using Personality Type & Styles to Foster Leadership
9/10	AM: Maximizing Your Potential at Work PM: Mentor Training
9/23	Executive Communication: The Art of Leadership Communication
10/15	Executive Communication: Building Business Etiquette
11/12	Leading Community Collaboration
12/2	Coaching for Performance
1/7	Creating a Great Workplace Culture
1/27	Learn, Lead, & Serve
2/17	Executive Effectiveness: Key Strategies for Increasing Engagement
3/9-11	The Leadership Challenge
4/8	Leading Change
4/29	Accounting Fundamentals: Finance for Non-Financial Managers I
5/12	Finance for Non-Financial Managers II
6/9	Strategic Management
6/22	Operations Management
7/15	Marketing Essentials
7/28-29	Business Simulation

937-229-3115 | LEADERSHIP.UDAYTON.EDU

ORIENTATION: USING PERSONALITY TYPE & STYLES TO FOSTER LEADERSHIP | 1/23 | 8/20

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.

MENTOR TRAINING | 2/05 | 9/10

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.

MAXIMIZING YOUR POTENTIAL AT WORK | 2/05 | 9/10

Emerging Leaders will learn to maximize their potential at work using an individual improvement system that will lead them to continuously improve the skills and processes that impact their daily work. During this session, they will learn the three-step process for continuous improvement where they will learn how to create measurable goals, analyze their strengths and weaknesses and implement fifty micro-improvements. Emerging Leaders and their managers attend this session together and collaboratively create a road-map for their success by establishing goals connected directly to their organizations and/or departments strategic plan.

EXECUTIVE COMMUNICATION: THE ART OF LEADERSHIP COMMUNICATION | 2/26 | 9/23

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.

EXECUTIVE COMMUNICATION: BUILDING BUSINESS ETIQUETTE | 3/17 | 10/15

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.

LEADING COMMUNITY COLLABORATION | 4/08 | 11/12

The morning kicks off with a poverty simulation allowing you to gain a glimpse into the lives and families living in our community followed by an extensive debrief. The afternoon part of the 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.

COACHING FOR PERFORMANCE | 4/30 | 12/02

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, learn four key coaching skills, and have an opportunity to apply them in both a developmental and performance coaching scenario.

CREATING A GREAT WORKPLACE CULTURE | 5/20 | 1/07/21

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.

LEARN, LEAD & SERVE | 6/18 | 1/27/21

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.

EXECUTIVE EFFECTIVENESS: KEY STRATEGIES FOR INCREASING ENGAGEMENT | 7/08 | 2/17

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.

THE LEADERSHIP CHALLENGE | 7/28-30 | 3/9-11/21

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 skills to increase their use of the five practices of Exemplary Leadership on the job.

LEADING CHANGE | 8/19 | 4/8/21

As a leader, you are responsible for successfully leading yourself and your team through organizational change, and for helping your direct reports further develop their change adaptation capabilities. This program will deepen your skills in 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.

ACCOUNTING FUNDAMENTALS: FINANCE FOR NON-FINANCIAL MANAGERS I | 9/8 | 4/29/21

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.

FINANCE FOR NON-FINANCIAL MANAGERS II | 9/30 | 5/12/21

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.

MARKETING ESSENTIALS | 10/14 | 7/15/21

This program highlights the essential elements of successful marketing strategies, so that 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.

OPERATIONS MANAGEMENT | 11/5 | 6/22/21

This workshop focuses on the strategies and techniques of business processes and supply chain management for ensuring superior operational and overall 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.

STRATEGIC MANAGEMENT | 11/19 | 6/9/21

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.

BUSINESS SIMULATION | 12/9-10 | 7/28-29

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 organization 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 organization, 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.