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**Executive Development 2019**

**Calendar**

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| Date | Program |
| 2/13 | Winning the Talent Wars: Build a Winning Culture of Attraction, High-Performance & Retention |
| 3/14 | Go with Your Gut: *Infotuitive* Decision-Making in an Over-Thinking World |
| 4/16 | The Coach Approach to Leading Teams |
| 5/15 | The Five Practices of Exemplary Leadership: Making Great Things Happen in Your Organization |
| 9/25 | The Heart of Leadership: How Leaders Engage with Emotional Intelligence |
| 10/8 | **AM:** What Got You Here Won’t Get You There: Leadership Strategies for Developing Yourself  **PM:** Stakeholder Centered Leadership: Leadership for the Future |
| 10/29 | Communication That Works: Three Habits to Influence Others & Make Things Happen |
| 11/13 | Corporate Athlete® Resilience: Stress Smarter, Recover Better, & Be Your Best |

**Every leader has a unique path. Let us be your guide.**

Identify the competency or skill 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.

**Factor I: Thought**

**Manages Complexity**

* Go with Your Gut: Infotuitive Decision-Making in an Over-Thinking World

**Decision Quality**

* Go with Your Gut: Infotuitive Decision-Making in an Over-Thinking World
* Stakeholder Centered Leadership: Leadership for the Future

**Strategic Mindset**

* Go with Your Gut: Infotuitive Decision-Making in an Over-Thinking World

**Factor II: Results**

**Action Oriented**

* Go with Your Gut: Infotuitive Decision-Making in an Over-Thinking World
* The Coach Approach to Leading Teams
* What Got You Here Won’t Get You There: Leadership Strategies for Developing Yourself

**Ensures Accountability**

* What Got You Here Won’t Get You There: Leadership Strategies for Developing Yourself

**Drives Results**

* Communication that Works: Three Habits to Influence Others & Make Things Happen
* Corporate Athlete ® Resilience: Stress Smarter, Recover Better, & Be Your Best
* Go with Your Gut: Infotuitive Decision-Making in an Over-Thinking World
* Stakeholder Centered Leadership: Leadership for the Future
* The Coach Approach to Leading Teams
* The Heart of Leadership: How Leaders Engage with Emptional Intelligence
* What Got You Here Won’t Get You There: Leadership Strategies for Developing Yourself
* Winning the Talent Wars: Build a Winning Culture of Attraction, High-Performance & Retention

**Factor III: People**

**Collaborates**

* Stakeholder Centered Leadership: Leadership for the Future
* The Five Practices of Exemplary Leadership: Making Great Things Happen in Your Organization

**Manages Conflict**

* The Heart of Leadership: How Leaders Engage with Emotional Intelligence

**Interpersonal Savvy**

* Communication that Works: Three Habits to Influence Others & Make Things Happen
* Corporate Athlete ® Resilience: Stress Smarter, Recover Better, & Be Your Best

**Attracts Top Talent**

* Winning the Talent Wars: Build a Winning Culture of Attraction, High-Performance & Retention

**Develops Talent**

* Stakeholder Centered Leadership: Leadership for the Future
* The Coach Approach to Leading Teams
* Winning the Talent Wars: Build a Winning Culture of Attraction, High-Performance & Retention

**Builds Effective Teams**

* Stakeholder Centered Leadership: Leadership for the Future
* The Coach Approach to Leading Teams
* The Heart of Leadership: How Leaders Engage with Emotional Intelligence
* Winning the Talent Wars: Build a Winning Culture of Attraction, High-Performance & Retention

**Communicates Effectively**

* Communication that Works: Three Habits to Influence Others & Make Things Happen

**Drives Engagement**

* Communication that Works: Three Habits to Influence Others & Make Things Happen
* The Coach Approach to Leading Teams
* The Five Practices of Exemplary Leadership: Making Great Things Happen in Your Organization
* The Heart of Leadership: How Leaders Engage with Emotional Intelligence
* Winning the Talent Wars: Build a Winning Culture of Attraction, High-Performance & Retention

**Persuades**

* Communication that Works: Three Habits to Influence Others & Make Things Happen

**Drives Vision and Purpose**

* The Five Practices of Exemplary Leadership: Making Great Things Happen in Your Organization

**Factor IV: Self**

**Courage**

* The Five Practices of Exemplary Leadership: Making Great Things Happen in Your Organization
* Corporate Athlete ® Resilience: Stress Smarter, Recover Better, & Be Your Best

**Instills Trust**

* The Heart of Leadership: How Leaders Engage with Emotional Intelligence
* The Five Practices of Exemplary Leadership: Making Great Things Happen in Your Organization

**Demonstrates Self-Awareness**

* What Got You Here Won’t Get You There: Leadership Strategies for Developing Yourself

**Self-Development**

* Corporate Athlete ® Resilience: Stress Smarter, Recover Better, & Be Your Best
* What Got You Here Won’t Get You There: Leadership Strategies for Developing Yourself

**Being Resilient**

* Corporate Athlete ® Resilience: Stress Smarter, Recover Better, & Be Your Best

**Winning The Talent Wars: Build A Winning Culture Of Attraction,   
High-Performance & Retention**

February 13, 2019  
8:30 A.M. – 4:30 P.M.

The number one issue troubling leaders today is the increasing difficulty of recruiting, motivating, and retaining the best talent. There is a talent shortage at every level, in every industry. Organizations and individuals are forced to adjust to the ‘new normal’ of constant change and uncertainty.

Make no mistake, the talent wars are affecting organizations of every shape and size:

• Average durations of employment are decreasing  
• Voluntary unplanned turnover rates are increasing  
• Open-position rates and time-to-hire are increasing  
• Early voluntary departure of new hires is increasing

What can you do about it? There are two options: enter a bidding war for talent or build a winning culture. Bruce Tulgan’s research shows that bidding wars don’t work. At the highest level, the goal must be to build a winning culture. But a winning culture is much more than ping pong tables and happy hours. Building a winning culture takes time and effort and is everyone’s responsibility.

*Competencies addressed: Attract Top Talent, Builds Effective Teams, Develops Talent, Drives Engagement, Drives Results*

This program will help leaders:

* Develop strategies to help select the talent that their organization is looking for and needs.
* Increase retention and engagement of high performers and turnover of low performers.
* Reinvent the concept of “knowledge work” in your organization, turning every employee into a knowledge worker.

Bruce Tulgan  
Bruce Tulgan is an adviser to leaders all over the world. He is the founder and CEO of RainmakerThinking, Inc., a management research and training firm. Bruce is the best-selling author of numerous books including *Not Everyone Gets a Trophy*, *Bridging the Soft Skills Gap*, *The 27 Challenges Managers Face*, and *It’s Okay to be the Boss*. Bruce speaks at the Yale Graduate School of Management, as well as other academic institutions. He has written for the *New York Times*, the *Harvard Business Review*, *HR Magazine*, *Training Magazine*, and the *Huffington Post*. Bruce was also named by Management Today as one of the few contemporary ﬁgures to stand out as a “management guru” and named to the 2009 Thinkers50 Rising Star list.

**Go With Your Gut: Infotuitive Decision-Making In An Over-Thinking World**

March 14, 2019  
8:30 A.M. – 4:30 P.M.

You strive to make data-driven decisions, but in this fast-paced and complex environment, decision-makers must see beyond the data. Interviews with 77 executives show insightful leaders need a sophisticated decision-making approach that balances hardline analytics with gut feel and integrates information and intuition for astute action. That powerful combination is infotuition®.

This real-world, interactive, and thought provoking program is relevant to leaders who face complex decisions in a disruptive, chaotic and complex world. You will learn a simple and practical self-assessment tool that, when combined with neuroscience, provides leaders with valuable insights to improve their decision-making approach and enhance everyday interactions with others.

Take the mystery out of intuition, strip away the touchy feely and replace it with practical techniques. Open new avenues of awareness for managing decision-making whether mired in analysis paralysis or being overly reactive. Plus, you learn how to enable aha-moments when you need them most.

*Competencies addressed: Action Oriented, Decision Quality, Drives Results, Manages Complexity, Strategic Mindset*

This program will help leaders:

* Learn how their brain uses gut feel to influence their decision-making whether they know it or not.
* Discover proven techniques to recognize and slow triggered reactions in themselves, their team and colleagues before they respond and regret it.
* Limit and stop over-thinking by resolving the forces that freeze decision-making.

Shelley Row

Shelley Row is an *Inc. Magazine* top 100 leadership speaker and Certified Speaking Professional (CSP). Shelley’s leadership work focuses on developing insightful leaders who know that data alone is not enough. Her work grows your bottom-line through enhanced decision-making, motivation and teaming. Shelley combines executive experience, results from interviews with executives, and neuroscience to bring this powerful skill to you. Her work was featured in *Forbes*, *Fast Company*, and *HuffPost Business*. She studied with the NeuroLeadership Institute and is certified with the International Coach Federation. Shelley is the author of four books including, *Think Less, Live More: Lessons from a Recovering Over-Thinker*.

**The Coach Approach To Leading Teams**

April 16, 2019  
8:30 A.M. – 4:30 P.M.

Leading teams requires much more than strong management skills – it demands robust focus on coaching and development. The messages leaders broadcast to their teams carry some pretty high stakes for the way others perceive their performance and their sense of purpose. That primal sense of belonging is what supercharges teams or saps their energy. If leaders don’t take a shot at creating attachment, they might just be leaving people out in the cold.

Too often, leaders feel unprepared to meet these responsibilities, resorting to fly-by tactics that often impede curiosity, collaboration and growth. To build capacity throughout their organizations and/or teams, leaders must hone a “coach approach” that develops the strengths and skills of every member. Not only do emotionally savvy leaders create more happiness, but they also increase productivity. They get more out of the people around them. The easy explanation is that people tend to work better when they feel safer.

From giving high-performance feedback to creating trust and better teamwork, this program provides leaders with deep insights and proven strategies to develop their coachability, sharpen their communication skills, and provide job-embedded support that helps individuals and teams succeed.

*Competencies addressed: Action Oriented, Develops Talent, Drives Results, Builds Effective Teams, Drives Engagement*

This program will help leaders:

• Understand the neuroscience of giving effective feedback.

• Learn how to re-frame evaluation as development through the use of coaching conversations.

• Apply proven techniques that boost collaboration, spark creativity and improve team trust.

Joe Hirsh  
Joe Hirsch helps organizations apply behavioral science to improve the way leaders train, support and empower their teams for success. Drawing on his experiences as an award-winning educational leader and researcher, he has earned praise from Fortune 500 executives, NFL coaches, and educational reformers for his forward-thinking approach to how people work, lead and live. Joe’s work has appeared in the *Wall Street Journal, Inc.*, *Educational Leadership*, and other major publications. He is a TEDx speaker, the author of *The Feedback Fix*, and the proud dad of four boys.

**The Five Practices Of Exemplary Leadership: Making Great Things Happen In Your Organization**

May 15, 2019  
8:30 A.M. – 4:30 P.M.

The key to making extraordinary things happen in organizations is great leadership. Great leadership contributes more to positive outcomes than any single factor. Great products, great strategy and great services are absolutely critical, but with poor leadership people reach only a third to a half of their potential. If you want a highly engaged workforce and better results for your clients and customers, you have to develop and strengthen great leadership in your organization.

Jim Kouzes will engage you in a highly interactive session exploring The Five Practices of Exemplary Leadership®—the original research coauthor Barry Posner and he conducted. In analyzing responses from over three million people around the world, they found that leaders who more frequently exhibit The Five Practices of Exemplary Leadership® have constituents who are 25 to 50 percent more engaged than those with leaders who engage less frequently in these practices.

In their research, they also found that the best leaders are the best learners. Those who excel at leadership engage more frequently in learning activities than those leaders who are poorer performers. Participating in this program will support participants in their continuing efforts to become the best leader they can be.

*Competencies addressed: Collaborates, Courage, Drives Engagement, Drives Vision & Purpose, Instills Trust*

This program will help leaders:

* Assess the extent to which they currently demonstrate exemplary leadership practices.
* Identify the most admired characteristics of leaders through the eyes of their followers.
* Understand and implement The Five Practices of Exemplary Leadership.

Jim Kouzes

Jim Kouzes is the Dean’s Executive Fellow of Leadership, Leavey School of Business, Santa Clara University and coauthor with Barry Posner of the internationally award-winning and best-selling book, *The Leadership Challenge*. Jim has co-authored over thirty other books, including *Learning Leadership*, *The Truth About Leadership, Credibility, and Encouraging the Heart*. The *Wall Street Journal* named Jim one of the ten best executive educators in the U.S., and he received the Distinguished Contribution to Workplace Learning and Performance Award from the American Society for Training and Development. He was also recognized as one of *HR Magazine’s* Top 20 Most Influential International Thinkers and by Global Gurus as one of the Top 30 Leadership Gurus.

**The Heart Of Leadership: How Leaders Engage With Emotional Intelligence**

September 25, 2019  
8:30 A.M. – 4:30 P.M.

Emotional Intelligence separates the great leaders from the mediocre ones. We can all recall a time when someone reacted in a way that seemed less than ideal.

Smart people can not only fail at inspiring and motivating teams, they can destroy interpersonal goodwill. Not everyone is a natural leader, but anyone can engage the emotions of others using emotional intelligence. Emotional Intelligence is the capacity for recognizing our own emotions and those of others, for motivating ourselves and others, and for managing emotions our own and in our relationships.

In this program, Melvin Smith will present on the importance of Emotional Intelligence and the Emotional Intelligence Model, which includes Personal Competence (Self-Awareness and Self Management) and Social Competence (Social Awareness and Relationship Management). By mastering Emotional Intelligence, you will be able to improve relationships which in turn improves performance and results.

Participants will practice applying this critical skill through activites and exercises. You will leave this program with new knowledge and greater awareness of how to be a more emotionally intelligent leader.

*Competencies addressed: Drives Results, Manages Conflict, Builds Effective Teams, Instills Trust, Drives Engagement*

This program will help leaders:

* Understand how outstanding leaders harness the power of positive emotions.
* Become familiar with the Emotional Intelligence (EI) model and competence.
* Identify strategies for enhancing your leadership and emotional intelligence.

Melvin Smith  
Melvin Smith, Ph.D., is a Professor in the Department of Organizational Behavior and Faculty Director of Executive Education at the Case Weatherhead School of Management. Prior to completing his doctoral work at the University of Pittsburgh, Melvin spent over fifteen years in a series of sales/marketing management, and organization development positions with a number of Fortune 500 companies including IBM, Pepsi-Cola, and H.J. Heinz. Melvin has also provided training and/or consulting services to a number of organizations including Alcoa, Booz Allen Hamilton, Dealer Tire, Fifth Third Bank, H.J. Heinz, McKinsey & Company, NASA, PNC Bank, Progressive Insurance, as well as a number of trade associations.

**What Got You Here Won’t Get You There: Leadership Strategies For Developing Yourself**

October 8, 2019  
8:30 A.M. – 12:00 P.M.

Are you hurting your own chances for success? The Harvard Business Review asked Marshall Goldsmith about the most common problem leaders face. His response? The interpersonal behavior of leaders, attitudes and actions are preventing their success.

Marshall is a world authority in helping successful leaders achieve positive, lasting change in behavior: for themselves, their people and their teams. In coaching leaders across the globe, he often asks “What’s holding you back?” This program will help leaders take an introspective look at their own behaviors and identify ways to create lasting positive behavioral change.

Marshall has identified 20 career-crunching habits and the thought-provoking equation: “less me+more them= more success as a leader.” He will cover many of the habits that get in our way; and provide a healthy, effective approach to changing the behaviors that can derail a leaders’ success.

Marshall will also discuss the unique challenges faced by successful leaders and how to use ‘what to stop’ in coaching. Additionally he will share a proven process for leadership training that is based upon award-winning research involving over 86,000 participants in eight major corporations.

*Competencies addressed: Action Oriented, Demonstates Self-Awareness, Drives Results, Ensures Accountability, Self-Development*

This program will help leaders:

• Identify behavioral issues keeping you from maximizing your own performance.

• Address flaws in order to become a better leader for your team and organization.

• Implement a long-term plan to change negative behaviors.

Marshall Goldsmith   
At the recent Thinkers50 ceremony in London, Marshall Goldsmith, Ph. D., was recognized again as the World’s #1 Leadership Thinker and #1 Executive Coach. Marshall is the author or editor of 35 books, which have sold over two million copies, been translated into 30 languages and become bestsellers in 12 countries. His best-sellers include: *What Got You Here Won’t Get You There*, *MOJO* and *Triggers*.

Marshall’s professional acknowledgments include: *Harvard Business Review* and Best Practices Institute – World’s #1 Leadership Thinker, *Global Gurus, INC* and *Fast Company* magazines – World’s #1 Executive Coach.

Marshall is a world authority in helping successful leaders get even better at achieving positive, lasting change in behaviors for themselves and teams.

**Stakeholder Centered Leadership: Leadership For The Future**

October 8, 2019  
1:00 P.M. – 4:30 P.M.

Over time the concepts and principles of leadership have changed. It is fair to say that leadership today is different than the past, and we can expect leadership tomorrow to be different than it is today. Leaders are facing digital, economic, demographic and social landscapes that are shifting at an accelerating rate. As the world becomes increasingly complex, different leadership paradigms are taking prominence.

Successful leaders will skillfully master a high concern for both people and tasks. They will also vary their behaviors based on the needs of the individual and the situation. Being able to work with others and their overall level of readiness (and changes within readiness) is what leaders do to help others reach their potential and be high-level contributors.

To further lead into the future, successful leaders will also need to understand and utilize the appropriate level of decision-making and power. Once a leader better understands these concepts they have a better understanding of what they can and can’t influence, which impacts performance and results through others. Leaders who are willing to adapt to the strengths of their knowledge workers will prosper in the future, and those that do not will be left behind.

*Competencies addressed: Builds Effective Teams, Collaborates, Decision Quality, Develops Talent, Drives Results*

This program will help leaders:

• Understand how and why the role of the leader has changed over time.

• Learn how to adapt their leadership style to fit the unique needs of each situation.

• Apply concepts and principles of “Stakeholder Centered Leadership” to increase your overall effectiveness as a leader.

Marshall Goldsmith   
At the recent Thinkers50 ceremony in London, Marshall Goldsmith, Ph. D., was recognized again as the World’s #1 Leadership Thinker and #1 Executive Coach. Marshall is the author or editor of 35 books, which have sold over two million copies, been translated into 30 languages and become bestsellers in 12 countries. His best-sellers include: *What Got You Here Won’t Get You There*, *MOJO* and *Triggers*.

Marshall’s professional acknowledgments include: *Harvard Business Review* and Best Practices Institute – World’s #1 Leadership Thinker, *Global Gurus, INC* and *Fast Company* magazines – World’s #1 Executive Coach.

Marshall is a world authority in helping successful leaders get even better at achieving positive, lasting change in behaviors for themselves and teams.

**Communication That Works: Three Habits To Influence Others And Make Things Happen**

October 29, 2019  
8:30 A.M. – 4:30 P.M.

The competitive landscape has changed drastically in recent years. The challenges being faced by today’s leaders oftentimes feel insurmountable. Work is faster paced; people are more distracted and impatient, decreasing the attention spans of everyone around us. And through all this, expectations for results are even higher. Leaders need to be able to communicate in a way to influence others in order for their teams and organizations to achieve great results.

While it comes as no surprise that the ability to effectively communicate is critical, it remains one of the single greatest challenges today. So what is needed in order to become an effective communicator who can influence others? The answer is mastering a sequence of habits – Connect-Convey-Convince® - that will help you grab attention, gain complete clarity, and sway others to make things happen.

Through this interactive and dynamic program, Connie will introduce and teach you a unique methodology proven with some of the most demanding and successful leaders. This roadmap will help you improve your interpersonal communication and give you more power to change minds and inspire remarkable results. You will also learn how to address some of the common issues that get in the way of waivering the ability to Connect-Convey-Convince®.

*Competencies addressed: Communicates Effectively, Drives Engagement,Drives Results, Interpersonal Savvy, Persuades*

This program will help leaders:

* Understand the Connect- Convey-Convince model and implement it into their daily communications.
* Increase their level of competence and commitment in delivering communications that will influence others to act.
* Address the common issues getting in the way of mastering influential communication.

Connie Dieken  
Connie Dieken is the founder of Influence360˚ and The Dieken Group, a strategic advisory firm to C-suite executives on five continents. She helps leaders influence positive outcomes in all directions, even under the most difficult, changing conditions. Her clients are leaders at some the world’s best-known brands including Apple, Coca-Cola, HP, Nestlé, and The Cleveland Clinic.

Connie was recently named one of the world’s Top 10 Executive Coaches and has been honored as one of the Top 10 Female Business Owners in her region. Connie built her unique skill set during twenty years as a television journalist for ABC and NBC. Her work has been honored with five Emmy Awards and two Telly Awards, and she’s the only person inducted into both the Radio/Television Broadcasters Hall of Fame and the Speakers Hall of Fame.

**Corporate Athlete® Resilience: Stress Smarter, Recover Better, & Be Your Best**

November 13, 2019  
8:30 A.M. – 4:30 P.M.

We all want to perform. To be our best when it matters most – in work and life. A third of adults report feeling increased stress, and 65 percent said work is a top source. In the workplace, stress can contribute to employees feeling unfocused and unmotivated, and can lead to increased burnout and high turnover. Unchecked, stress can hurt employee productivity and quality of life, thus impacting physical and mental health, and the bottom line.

Corporate Athlete® Resilience takes a holistic, science-based approach to sustainable behavior change, enabling people to understand different types of stress, recognize how to best respond to stress productively, and learn how to train to build resilience every day so they can recover, adapt and grow from stress. By leveraging the latest science, you can have a profound impact on both wellbeing and productivity and help address the burnout epidemic by merging the philosophy behind interval training with a novel approach to stress management.

Traditional stress-management programs attempt to minimize stress or remove external stressors, which is unrealistic in today’s twenty-four seven world. Stress doesn’t have to be a bad thing. Learn and experience how to redefine stress – not avoid it – to build resilience and enable high performance, at work and at home.

*Competencies addressed: Being Resilient, Courage, Drives Results, Interpersonal Savvy, Self-Development*

This program will help leaders:

• Understand the definition of resilience and its relationship to performance and wellbeing.

• Recognize the difference between different types of stress.

• Learn how to strategically recover to manage stress and improve resilience and performance.

Natalie Johnson  
Natalie Johnson is a nationally recognized expert in employee well-being, fitness, nutrition and health promotion. She is an award-winning corporate wellness professional who has worked with Fortune 100 & 500 companies on their population health strategies, design and implementation. As an experienced Corporate Trainer, Natalie is dedicated to helping individuals increase engagement, productivity and overall performance in both their professional and personal lives.

Natalie is the President of Population Health Consultants and has been featured in a variety of media outlets including FitTV, Body by Jake, *Shape Magazine* and *Prevention*. She earned her Bachelor’s Degree in Nutrition & Fitness from Florida State University and a Masters in Wellness Promotion from the CA College of Health Sciences. She is a Certified Trainer, Group Exercise Instructor, Health Coach, ICF Credentialed Coach, and Sports Nutritionist.