

# Leadership Development Programs, Courses and ECQ-based Readings

**“**[**I will prepare and some day my chance will come.**](http://www.brainyquote.com/quotes/quotes/a/abrahamlin135435.html)**”** [**Abraham Lincoln**](http://www.brainyquote.com/quotes/quotes/a/abrahamlin135435.html)

Great leaders create and communicate a vision and move people into action to achieve it. They ignite our passion and inspire us to do our best. To be successful, leaders must develop the essential skills to effectively communicate, motivate their employees, fine-tune critical thinking skills, and build and leverage partnerships. They must also understand the organizational and political environment that surrounds them and be proficient in planning and managing human, financial and technology resources. Future leaders must possess the ability to think strategically, identify trends and be innovative. Being technically adept in your field will no longer be enough. Therefore, the U.S. Office of Personnel Management (OPM) identified five Executive Core Qualifications (ECQs) and six Fundamental Competencies that all aspiring and emerging government leaders and executives must possess. They are based on extensive research regarding the attributes of successful executives in both the private and public sector. The ECQs represent the best thinking of organizational psychologists, human resources professionals, and members of the Federal Senior Executive Service (SES).

This catalog includes information about leadership programs, courses and resources to help you gain or improve your leadership skills. If you are on the leadership journey and have team leader, supervisory, or managerial experience, but need to hone in on certain skills or if you are an aspiring leader who wants to become an effective team leader, supervisor or manager, this catalog provides information about programs, courses and resources to build your leadership skills. It predominantly lists short-term training programs and longer-term courses from universities, colleges and non-profit organizations such as think-tanks; and lists such by ECQs and Fundamental Competencies. The resources listed will facilitate your growth and development as an incumbent or aspiring leader; and will be helpful in preparing an Individual, Leadership or Executive Development Plan. Before making final plans to register, please be sure to check each institution’s website or call the contact number provided to confirm that the information is still current. *Please note, the listing of these courses does not constitute endorsement of their content by the Department of Energy or any agency of the Federal Government.*

This edition of the catalog also includes a wide range of online learning resources including e-learning courses, online books, targeted links, on-demand videos, live Web events, digital job aids, case studies, and mentoring help. In many cases, federal agency personnel already have access to Skillsoft online learning resources through their enterprise learning management systems. We encourage you to explore your in-house options by contacting your agency learning program manager or send an email to [*LeadershipTraining@Skillsoft.com*](mailto:LeadershipTraining@Skillsoft.com) for additional information as these resources may already be available to you at no cost.

**How to Navigate the Catalog**

This catalog is designed for easy navigation. It has an interactive Table of Contents that is composed of two sections: [Organization of this Catalog](#_Organization_of_this_1) and [Leadership Programs and Courses by ECQ](#_Leadership_Seminars_by_1). The Organization of this Catalog section presents an overview of the structure of the catalog and provides easy access allowing you to move within the entire catalog by clicking on the hyperlinks to the various resources contained within, including the Descriptions of the Five ECQs; Leadership Programs and Courses by ECQs; Recommended ECQ-related Readings; and tools for career planning such as interest assessments, interview skills and building a federal resume. This section also includes links to two searchable web-based tables – the Master Course Index and the Readings Index. The Master Course Index can be used to search for courses based on a primary ECQ, cost, and/or location. The Readings Index lists books by ECQ and includes author, title, date and a brief summary. Both the Master Course Index and the Readings Index are available online by clicking on the links provided in the appropriate sections of the catalog.

The Leadership Programs and Courses by ECQ section is divided into five subsections that include descriptions of leadership programs or courses sorted by ECQ. To make it easier for you to locate courses specific to your developmental needs, the table of contents is organized by ECQ and each course has been matched to a primary ECQ. However, it is important to note that some programs and courses may fit the parameters for more than one ECQ. This section also provides details about the date the specific programs or courses are offered, the location, the cost and the weblink to the institution offering the programs or courses. Clicking the hyperlink in the descriptions will take you directly to the institution’s website for additional information. Clicking a page number on the table of contents will take you directly to that section of the catalog.

**Acknowledgements**

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**Recommendations?** Please let us know of any recommendations for additional course providers or other leadership readings that should be included. **Additional segments needed?** Please let us know what else you would recommend be included in this catalog or any non-working links or links that take you to the wrong location.

If you are aware of other federal distribution lists that would be appropriate to use in making this catalog and future updates available to current or aspiring leaders, please send us a link and permission-to-use contact information. We have also been requested to begin making this catalog available to interested State and County Government offices. Information about State/County distribution lists would also be appreciated. This catalog is for anyone interested in being a part of the responsive and competitive federal workforce of the future.

Please send any recommendations or information about corrections to:

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# Descriptions of the Five Executive Core Qualifications

The Executive Core Qualifications (ECQs) define the competencies needed to build a federal corporate culture that drives for results, serves customers, and builds successful teams and coalitions within and outside the organization. The Executive Core Qualifications are required for entry into the Senior Executive Service and are used by many departments and agencies in selection, performance management, and leadership development for management and executive positions. OPM's [Guide to the Senior Executive Service Qualifications](http://www.opm.gov/ses/recruitment/ecq.asp) provides detailed information on the Executive Core Qualifications.

|  |
| --- |
| Definitions |

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Leading Change | Leading People | Results Driven | BusinessAcumen | BuildingCoalitions |
| This core qualification involves the ability to bring about strategic change, both within and outside the organization, to meet organizational goals.  Inherent to this ECQ is the ability to establish an organizational vision and to implement it in a continuously changing environment. | This core qualification involves the ability to lead people toward meeting the organization's vision, mission, and goals.  Inherent to this ECQ is the ability to provide an inclusive workplace that fosters the development of others, facilitates cooperation and teamwork, and supports constructive resolution of conflicts. | This core qualification involves the ability to meet organizational goals and customer expectations.  Inherent to this ECQ is the ability to make decisions that produce high-quality results by applying technical knowledge, analyzing problems, and calculating risks. | This core qualification involves the ability to manage human, financial, and information resources strategically. | This core qualification involves the ability to build coalitions internally and with other Federal agencies, State and local governments, nonprofit and private sector organizations, foreign governments, or international organizations to achieve common goals. |

|  |
| --- |
| Competencies |

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| 1.Creativity and Innovation 2.External Awareness 3.Flexibility 4.Resilience 5.Strategic  Thinking 6.Vision | 1.Conflict  Management 2.Leveraging  Diversity 3.Developing Others 4.Team  Building | 1.Accountability 2.Customer  Service 3.Decisiveness 4.Entrepreneurship 5.Problem Solving 6.Technical  Credibility | 1.Financial  Management 2.Human  Capital  Management 3.Technology Management | 1.Partnering 2.Political  Savvy 3.Influencing/  Negotiating |

#### Fundamental Competencies

Competencies are the personal and professional attributes that are critical to successful performance in the SES. The fundamental competencies are the attributes that serve as the foundation for each of the Executive Core Qualifications. Experience and training that strengthen and demonstrate the competencies will enhance a candidate's overall qualifications for the SES. These competencies are the foundation for success in each of the Executive Core Qualifications.

**Interpersonal Skills:** Treats others with courtesy, sensitivity, and respect. Considers and responds appropriately to the needs and feelings of different people in different situations.

**Oral Communication:** Makes clear and convincing oral presentations. Listens effectively; clarifies information as needed.

**Integrity/Honesty:** Behaves in an honest, fair, and ethical manner. Shows consistency in words and actions. Models high standards of ethics.

**Written Communication:** Writes in a clear, concise, organized, and convincing manner for the intended audience.

**Continual Learning:** Assesses and recognizes own strengths and weaknesses; pursues self-development.

**Public Service Motivation:** Shows a commitment to serve the public. Ensures that actions meet public needs; aligns organizational objectives and practices with public interests.

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# Program and Course Descriptions by ECQ

# ECQ 1: Leading Change

This core qualification involves the ability to bring about strategic change, both within and outside the organization, to meet organizational goals. Inherent to this ECQ is the ability to establish an organizational vision and to implement it in a continuously changing environment.

## American University

### Key Executive Leadership Certificate Program

The [Key Executive Leadership Certificate](http://www.american.edu/spa/key/certificate.cfm) is an eight course certificate program designed to provide a unique experience for enthusiastic and seasoned managers who have an interest in strengthening management skills, heighten leadership skills, and furthering their public service career.

*Courses****:*** For course descriptions, [click here](http://www.american.edu/spa/key/key_certificate_courses.cfm).

*Dates****:*** Fall 2014 courses begin August 25, 2014

*Location****:*** American University (Washington, DC)

*Cost****:*** $18,200 per student

### Council of the Inspectors General and American University's Leadership Development Program

The Leadership Development Program has two separate elements. One pertains to New Leaders, GS-13 or GS-14 who have not had formal leadership opportunities, and the other is geared toward Experienced Leaders, long time GS-14 or GS-15 leaders who may or may have had formal leadership development opportunities. Each element is scheduled for two weeks with a break between the first and second week to enable participants to apply what they have learned and then reconvene to discuss their experiences. For course descriptions and more information about this program, [click here.](http://www.ignet.gov/pande/pd/ldrdev.html)

**New Leader:**

*Dates***:** Session 22: January 13-17, 2014 & February 10-14, 2014

Session 23: April 28-May 2, 2014 & June 2-6, 2014

Session 24: June 23-27, 2014 & July 21-25, 2014

Session 25: August 18-22, 2014 & September 15-19, 2014

*Location****:*** American University Watkins Building

*Cost:* $3,000

*Register****:*** To register for this program, [click here](http://www.ignet.gov/pande/pd/ldrdev.html#reg).

**Experienced Leader:**

*Dates:* Session 16: March 21-28, 2014 & April 28-May 2, 2014  
Session 17: July 11-18, 2014 & August 11-15, 2014

*Location****:*** American University Watkins Building

*Cost:* $3,000

*Register****:*** To register for this program, [click here](http://www.ignet.gov/pande/pd/ldrdev.html#reg).

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## Brookings Institution

### Executive Leadership for America

In this course, you will work with stimulating thinkers and strategic development experts to build on your tried-and-true leadership qualities, and push yourself to develop fresh insights and approaches. Learn to confront the challenges that come with your high-level responsibilities and find time to reflect on what it takes to make a difference at the top of public service organizations. For more information about this program, [click here](http://www.brookings.edu/about/execed/programs/execleadership).

*Dates:* April 27- May 2, 2014

*Location:* Boar’s Head in Charlottesville, VA

*Cost:* $5,750

*Point of Contact:* Katherine Rowbotham *Phone:* 202.797.6166 *Email:*  [krowbotham@brookings.edu](mailto:krowbotham@brookings.edu)

### Resilience in Leadership

In this highly interactive, skills-based program, you will learn how to capitalize on your existing resilience and bolster any areas of weakness. You will identify your own thinking styles and how they may be helping or hurting your performance. And you will learn a series of practical skills that will help you think more flexibly and accurately, for improved resilience and success. For more information about this program, [click here](http://www.brookings.edu/execed/programs/resilience102011.aspx).

*Dates:*  October 15-16, 2014

*Location:* Brookings Institution (Washington DC)

*Cost:* $1,895

*Point of Contact:* Alexis-Clair Roehrich *Phone:* 202.797.2484 *Email:* [aroehrich@brookings.edu](mailto:aroehrich@brookings.edu)

### Strategic Thinking: Driving Long-Term Success

This course on strategic thinking introduces the topic and helps you proactively manage your organization for long-term success. The program establishes a framework for strategic thinking and provides you with an opportunity to practice new strategies not only with respect to various case scenarios, but also with respect to your own agency. By the end of the two-day program, participants will possess fundamental tools and frameworks and will practice using them so they can be applied immediately in their workplaces. For more information about and to register for this program, [click here.](http://www.brookings.edu/about/execed/programs/strategicthinking)

*Dates:*  May 7-8, 2014

*Location:* Brookings Institution (Washington DC)

*Cost:* $1,895

*Point of Contact:* Alexis-Clair Roehrich *Phone:* 202.797.2484 Email*:* [aroehrich@brookings.edu](mailto:aroehrich@brookings.edu)

### Flexibility and Decisiveness

In a complex global environment, leaders need to consider multiple perspectives simultaneously and avoid paralysis by analysis. In this new class, you will learn how to adapt and work effectively within dynamic change, to see possibilities that lead to breakthrough concepts, and to employ models of decision making appropriate to the situation at hand. For more information about the program, [click here.](http://www.brookings.edu/about/execed/programs/flexibility)

*Dates:*  September 16-17, 2014

*Location:* Brookings Institution (Washington DC)

*Cost:* $1,895

*Point of Contact:* Alexis-Clair Roehrich *Phone:* 202.797.2484 *Email:* [aroehrich@brookings.edu](mailto:aroehrich@brookings.edu)

### Visioning and Leading Change

This course will explore two objectives. First, it investigates how leaders can develop a vision and communicate it to create and sustain a positive workplace. Developing a vision statement requires it to fit within the mission and values of the organization as well as lead to a tangible strategy and set of strategic initiatives. The vision statement is a bridge between an organization's mission and its strategy. Second, the course examines specific methodologies and provides practical tools for leading change in complex organizations. Developing a vision statement, strategy, and set of strategic initiatives is a social enterprise. Vision and Leading Change will explore how you can lead such a social enterprise with special attention paid to using current information technologies. For more information about and to register for this program, [click here.](http://www.brookings.edu/about/execed/programs/vision)

*Dates:*  March 11-12, 2014

*Location:* Brookings Institution (Washington DC)

*Cost:* $1,895

*Point of Contact:* Alexis-Clair Roehrich *Phone:* 202.797.2484 *Email:* [aroehrich@brookings.edu](mailto:aroehrich@brookings.edu)

Ethics in Action: Leading with Integrity   
How can you best determine what is truly in the public’s interest? How do you decide between two “right” positions? This program will help you develop a new self-awareness as well as tools for moral reasoning and a robust ethical framework to assist in everyday decision making. Explore the meaning of integrity, values, and beliefs, and how these shape our behaviors and direct our actions. For more information, [click here.](http://www.brookings.edu/about/execed/programs/ethics/2014mar18)

*Dates:*  March 18-20, 2014

*Location:* Brookings Institution (Washington DC)

*Cost:* $2,695

*Point of Contact:* Alexis-Clair Roehrich *Phone:* 202.797.2484 *Email:* [aroehrich@brookings.edu](mailto:aroehrich@brookings.edu)

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## Carnegie Mellon

### Leadership and Change Management in a Multicultural Context

This four-day program offered by the Carnegie Bosch Institute integrates key approaches of Cross-Cultural and Change Management which, when combined, provide targeted concepts and applied tools to successfully bridge national cultural gaps, effectively maneuver the dynamics of organizational culture, and better align and engage people in change processes in increasingly globalized businesses. For more information, [click here.](http://www.tepper.cmu.edu/executive-education/open-enrollment-programs/Leadership-and-Change-Management/index.aspx)

*Dates:*  TBD, will be offered for 2014

*Location:* Carnegie Mellon University Pittsburgh, PA

*Cost:* $5,200

*Contact Information:* 412-268-7812

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## Center for Creative Leadership

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### Leadership at the Peak

Leadership at the Peak is for leaders of the enterprise. It is designed exclusively for C-level and senior executives in the top three tiers of the organization: Those with more than 15 years of management experience and leadership responsibility for 500 or more people. The Leadership at the Peak experience is driven by detailed, personal leadership assessments that tailor the program to the specific needs of each participant. The depth of feedback is often cited as the most valuable aspect of the program experience. The assessment process begins several weeks in advance and engages the participant as well as their boss, direct reports and peers. To ensure participants have the optimum background to benefit from the program, admission is by application only. For more information about and to register for this program, [click here.](http://www.ccl.org/leadership/programs/LAPOverview.aspx)

*Dates:* Jan 13-17; Jan 27-31; Feb 10-14; Mar 10-14; Mar 24-28; Apr 7-11; Apr 28-May 2; May 5-9; May 19-23; Jun 2-6; Jun 23-27, Jul 7-11; Jul 21-25; Aug 4-8; Aug 25-29; Sep 8-12; Sep 22-26; Oct 6-10; Oct 20-24; Nov 3-7; Nov 17-21; Dec 1-5; Dec 8-12

*Location:* Colorado Springs, CO

*Cost:* $11,800

*Contact Information:* Phone: 1.336.545.2810 Email: info@ccl.org

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## Colorado State University

Colorado State University offers non-credit courses designed for in-house delivery to companies and organizations. Programs are custom built for times and days set by the company; they are not open enrollment. Prices vary by duration of workshop

### Short courses in organizational dynamics

**Ally Relationships**: This day long program provides methods and tools to become the trusted confidant and ally necessary to establish long-term business relationships. (Two 3 hour sessions)

**Solving the Generations Puzzle**: Multiple Generations Working Side by Side: This workshop is for managers and members of multigenerational teams who want to move from judging to understanding – and learn to appreciate and leverage differences. (One 3 hour session)

**Power and Politics**: This program assesses individual power and examines six stages of power and how to use them effectively as a manager. (One 3 hour session)

**Managing Conflict to Enhance Organization Performance**: A two day seminar designed to increase knowledge, skill, and awareness in order to effectively manage disagreements and conflict.  (Two day session)

**Beyond Gender**: Leveraging Gender Differences for Workplace Results:  In this interactive and light-hearted workshop, participants will learn the business case for leveraging feminine as well as masculine approaches to leadership and management. (One 3 hour session)

**Innovation and Creativity**: This lively session deals with idea fluency, creative solutions to problems, and establishing and maintaining an environment that supports creativity. (One 3 hour session)

**Conflict Management**: Learn the ways to openly and appropriately confront issues and solve interpersonal issues with ease. (One 3 hour session)

For more information about these courses, [click here.](http://www.biz.colostate.edu/PDBR/PEDP/Pages/shortCourses.aspx#organizationalDynamics)

### Short courses on leadership

**Multidimensional Leadership**: This program explores how leadership is changing for the 21st Century and the demographics pushing the changes while helping participants emerge with a plan for action to gain and refine leadership competencies. (One 4 hour session)

**Leading High Performance Teams**: Understanding the Keys to Effective Team Dynamics: A two day workshop that will give participants a greater understanding of teamwork and leadership skills for the development and management of high performance teams. (Two day session)

**Targeted Retention**: Being the Organization of Choice: One day program developing concepts of how to build a foundation of managerial practices that attracts and keeps the most talented people. (One day session)

**Delegation**: The class provides an overview of the components of effective delegation and how it can be accomplished to ensure that delegated tasks are given to the right person in a way that ensures success and learning and truly moves the performance of delegated tasks. (One 3 hour session)

**Managing and Leading Organizations**: This course is designed to assist participants in improving the ability to exercise effective leadership within the organization as well as with customer and vendors. (Two day session)

**Coaching for Performance**: This workshop develops the various types of coaching and the appropriate circumstances in which to use them. (One 3 hour session)

**The Journey Within**: Understanding and Capitalizing on Leadership Talents:  One day workshop that makes use of the Myers-Briggs Self Assessment instrument to assist participants in developing action plans to maximize leadership strengths. (One day session)

**The Leadership Edge**: An Authentic Style: A seminar that utilizes “self-discovery” to help leaders realize who they are (intrinsically) and how their stories shape their authentic style. (One day session)

**Performance Management Tools for Executives**: This program provides middle managers with an opportunity to refine their skills in goal setting, measuring performance, and giving feedback.  (One day session)

For more information about these courses, [click here.](http://www.biz.colostate.edu/PDBR/PEDP/Pages/shortCourses.aspx#leadership)

**Contact Number: (970) 491-6265 or** [**jim.francis@business.colostate.edu**](mailto:jim.francis@business.colostate.edu)

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## Dartmouth College

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### The Leadership & Strategic Impact (LSI) Program

The Leadership and Strategic Impact (LSI) program improves the strategic leadership skills of senior managers whose actions and decisions have strategic implications for the organization.  An intensive five-day program, LSI will hone your strategic capability, while at the same sharpening your individual leadership skills and self-awareness so you can help your teams, divisions, and overall organization transform strategy into front-line action. As its title indicates, LSI is all about the intersection of how to think, communicate and lead strategically to further organizational objectives. For more information, [click here.](http://exec.tuck.dartmouth.edu/programs/open-programs/leadership-and-strategic-impact)

*Dates***:** June 22-27, 2014; October 19-24, 2014

*Location***:** Tuck School of Business on the Dartmouth College campus in Hanover, New Hampshire

*Cost***:** $11,500

*Application***:** [Click here to access the LSI application](http://exec.tuck.dartmouth.edu/programs/open-programs/leadership-and-strategic-impact/apply-now)

*Point of Contact***:** Valerie Davio (603) 646-2839

### The Leading Innovation: From Idea to Impact Program

Leading Innovataion: From Idea to Impact Program is the essential program for learning to navigate the innovation execution process from beginning to end. In five intensive days, the program provides the necessary practical frameworks to successfully execute on breakthrough ideas so your company can stay ahead by creating, growing, and profiting from new business models. Participants in *Leading Innovation* will learn how to address these challenges and successfully execute an innovation initiative. For more information, [click here.](http://exec.tuck.dartmouth.edu/programs/open-programs/leading-innovation-from-idea-to-impact)

*Dates***:** November 2-7, 2014

*Location***:** Tuck School of Business on the Dartmouth College campus in Hanover, New Hampshire

*Cost***:** $11,500 (includes tuition, all program materials, most meals and accommodations on the Dartmouth College campus).

*Application***:** [Click here to access the Leading Innovation application](http://exec.tuck.dartmouth.edu/programs/open-programs/leading-innovation-from-idea-to-impact/apply-now)

*Contact***:** Valerie Davio (603) 646-2839

### The Tuck Executive Program (TEP)

The Tuck Executive Program (TEP) is Tuck's premier leadership program. TEP immerses senior executives in a broad, strategic general management experience with an unparalleled emphasis on personal leadership transformation. TEP provides you an opportunity to learn with a select group of peers who come from a broad range of functional backgrounds and represent a richly diverse mix of top global organizations, industries, and countries. TEP is the shortest of the elite advanced management programs, as noted in a Wall Street Journal [survey of advanced management programs](http://exec.tuck.dartmouth.edu/news-knowledge/downloads/short-and-very-sweet) at select business schools. Lasting just three weeks, TEP’s tightly integrated design helps address the pressures of being away from office and home. For more information, [click here.](http://exec.tuck.dartmouth.edu/programs/open-programs/tuck-executive-program)

*Dates:* July 12-August 1, 2014   
*Location:*Tuck School of Business on the Dartmouth College campus in Hanover, New Hampshire   
*Cost:*$35,000 (includes tuition, all program materials, leadership assessments, most meals and accommodations on the Dartmouth College campus).   
*Application:* [Click here to access the TEP application](http://exec.tuck.dartmouth.edu/programs/open-programs/tuck-executive-program/apply-now)

*Contact:* Valerie Davio (603) 646-2839

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## Duke University

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### Advanced Management Program

Duke’s Advanced Management Program (AMP) develops global business executives who can lead collaboratively and innovatively in today’s rapidly changing environment. The program is designed for:

Upper and mid-level executives with at least 15 years of experience who have the recognized potential to move into a more senior executive position or role with global responsibility and senior executives holding responsibility for corporate or divisional strategy and implementation. For more information, [click here.](http://www.fuqua.duke.edu/programs/other_programs/executive_education/advanced_management/)

*Dates*: Session I: March 30-April 11, 2014 or September 7-19, 2014

Session II: June 8-20, 2014 or October 26-November 7, 2014

*Location*: Duke University, Durham, NC

*Costs:*  $43,000 (Includes tuition instructional materials, accommodations, meals, and supplemental activities. Airfare and transportation to and from the airport are not included.)

*Contact*: *Email* execed-info@fuqua.duke.edu *Phone:* 1 800.372.3932 or 1 919.660.8011

### Duke Leadership Program

Since every leader has an individual style, the goal of the program is to help you systematize your intuitive leadership skills in an intense and supportive environment, learning to capitalize on your strengths while overcoming leadership challenges. This program is ideal for anyone with current or anticipated leadership responsibilities, ranging from high-level executives and managers to people expecting to take on leadership roles and to those not in management but expected to lead and influence others in the course of their work. The program teaches six dimensions of leadership and uses a personalized method for helping you develop your competencies in each of the six areas. Central to the course is a 360-degree assessment to be completed in advance of the program by your colleagues. Each assessment is interpreted by a professional coach who will work individually with you to analyze the results and apply leadership principles to the feedback. For more information, [click here.](http://www.fuqua.duke.edu/programs/other_programs/executive_education/duke_leadership/)

*Dates*: February 23-28, 2014; October 12-17, 2014 & December 7-12, 2014

*Location*: Duke University, Durham, NC

*Costs:* $9,000 (Includes tuition instructional materials, accommodations, meals and supplemental activities. Airfare and transportation to and from the airport are not included.)

*Contact*: *Email* execed-info@fuqua.duke.edu *Phone:* 1 800.372.3932 or 1 919.660.8011

### Managing the Unexpected

Blending academic research, practical insights and improvisation techniques, this program gives you the tools to react and adapt in the moment. Contrary to what you may think, this isn’t a class for comedians – it’s for managers who want to overcome inhibitions and learn ways to communicate better, solve problems, and make decisions in their organizations. It teaches managers how to promote creativity and innovation in your organization, improve group dynamics, communication and presentation skills, manage crisis and conflict more effectively, make faster and better group decisions, promote organizational learning, embrace change and learn to take risks. For more information, [click here.](http://www.fuqua.duke.edu/programs/other_programs/executive_education/managing_the_unexpected/)

*Dates:* March 23-26, 2014 & November 9-12, 2014

*Location:* Duke University, Durham, NC

*Cost:* $4,800 (Includes tuition, instructional materials, accommodations, all meals and supplemental activities. Airfare and transportation to and from the airport are not included)

*Contact*: *Email* execed-info@fuqua.duke.edu *Phone:* 1 800.372.3932 or 1 919.660.8011

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## Emory University

### Managerial Leadership Program

This program focuses on raising the individual leadership capacity of participants, honing their abilities to affect organizational growth and transformation. Through a rigorous mix of leadership topics, individual assessments, experiential learning activities, and executive coaching, participants emerge from the five day course with the tools needed to transform themselves into effective organizational leaders. For more information,[**click here.**](http://goizueta.emory.edu/executiveprograms/open_enrollment_programs/MLP.html)

*Dates:* July 14-17, 2014

*Fees:* $5,995

*Location:* Atlanta, GA

*Contact Information: Phone*: 404.727.2200 *Email*: [ExecutiveEducation@emory.edu](mailto:ExecutiveEducation@emory.edu)

## Georgetown University

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### Leading Change in Government

This program arms participants with the specific skills needed to develop a comprehensive change strategy and the confidence to apply it in complex organizations. You will gain a theoretical perspective and pragmatic implementation techniques, as well as learn from executives who apply these methods daily. The program is designed specifically for government executives (approximately grade GS-14 or equivalent) who are leading organizational change initiatives. Participants will be introduced to the latest research, theories, and frameworks, with a focus on practical application. The curriculum is delivered over a three-day period and ensures that participants are out of the office for a concentrated period and return with new knowledge and skills to apply immediately. For more information, [click hre.](http://georgetownmeansbusiness.com/openenroll/program/leading-change-government)

*Dates:* May 13-15, 2014  
*Location:* Georgetown University campus, Washington, DC   
*Cost:* $3,825 USD

*Contact Number*: 202.687.4065

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## George Washington University

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### Senior Leader Program

The program meets the Office of Personnel Management's (OPM) 80-hour, interagency training requirement in the Executive Core Qualifications, focusing specifically on higher-level competencies such as external awareness, strategic thinking, political savvy and accountability. Since its 1982 inception, thousands of managers and executives from more than 80 government agencies have attended the SLP. For more information, [click here.](http://cepl.cps.gwu.edu/senior-leader-program)

*Date:* March 6 – April 4, 2014

*Location*: Airlie Conference Center, Warrenton, VA

*Cost* : $6750

*Contact* *Number*: 202-994-5390

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## Georgia State University

### Certificate Program in Project Management

Certified project managers are in high demand across many endeavors and disciplines including health care, information technology, manufacturing, and the professional services sector. Organizations value project managers that integrate best practices of project management with enterprisewide initiatives in areas such as innovation, continuous improvement, new product introduction, and transformational change. For more information, [click here](http://execed.robinson.gsu.edu/Pages/certificate_programs/management_lean_six_sigma/project_management.aspx).

*Dates:* March 11-14, 2014

*Location:* Atlanta, Georgia

*Cost:* $3,450 per person for non-profits

*Contact Information: Phone:* 404.413.4707 *Email:* [dstotz@gsu.edu](mailto:dstotz@gsu.edu)

### Certified Professional Innovator (CPI) Program

This program is designed for individuals who want to master the knowledge, skills, and courage to lead innovation-focused strategies, projects, and people. Upon program completion, you will be able to play a key role in helping your organization build its internal capacity for generating new ideas, advancing collaboration on mission-critical projects, and accelerating profitable growth. For more information, [click here.](http://execed.robinson.gsu.edu/Pages/certificate_programs/leadership_innovation/certified_professional_innovator.aspx)

*Dates:* January 7-9, February 18-20, and April 15-17, 2014

*Location:* Atlanta, Georgia

*Cost:* $9,500 per person for non-profits

*Contact Information:* 404.413.4707 or [dstotz@gsu.edu](mailto:dstotz@gsu.edu)

### Leadership Development Program

This certificate program is designed to help good leaders become great, and help great leaders learn new ways to bring out the brillance in others. This four-day certificate program is taught by world-class professors and world-tested executives who are experts in adaptive leadership, change management, leadership communications, and business strategy. For more information, [click here.](http://execed.robinson.gsu.edu/Pages/certificate_programs/leadership_innovation/leadership_development.aspx)

*Dates:* February 11-14, 2014; October 27-30, 2014

*Location:* Atlanta, Georgia

*Costs:* $3,950 per person for non-profits

*Contact Information: Phone:* 404.413.4707 *Email:* [dstotz@gsu.edu](mailto:dstotz@gsu.edu)

### Values-Based Leadership Program

Offered through a unique partnership between The Basic School and Georgia State University’s Robinson College of Business, this one-of-a-kind leadership development program is your opportunity to learn the time-tested principles of Marine Corps leadership and how they apply to business. Conducted on-site in Quantico, Virginia and led by Marine Corps Officers and Robinson faculty, Values-Based Leadership will challenge, educate and inspire you, changing forever the way you lead others. For more information, [click here.](http://execed.robinson.gsu.edu/Pages/certificate_programs/leadership_innovation/value_based_leadership.aspx)

*Dates:* January 17-21 2014; February 14-18, 2014

*Location:* Playas, New Mexico

*Costs:* $8,900 per person or 7,900 for non-profits, companies sending two or more, and military members.

*Contact Information:* 404.413.4707 or [dstotz@gsu.edu](mailto:dstotz@gsu.edu)

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## Harvard University

Leaders in Development: Managing Change in a Dynamic World

During times of great change, leadership is critically important. This is particularly true today in developing and newly-industrialized countries where the pace of political and economic change is accelerating rapidly. Today's leaders face an increasingly complex tapestry of economic, political, and social challenges. This program is designed for leaders in public affairs whose responsibilities place them at the center of these issues. Participants will sharpen problem solving, analytic, and strategic action skills to help them plan, introduce, and sustain major policy and institutional reform, consider new ways to strengthen representative politics and open markets, and manage the challenges of globalization, share experiences with their counterparts in other countries in a collective search for effective responses to change. For more information, [click here.](http://ksgexecprogram.harvard.edu/Programs/lid/overview.aspx)

*Date:* June 2-13, 2014

*Location:* Harvard Kennedy School-Executive Program (Cambridge, MA)

*Cost:* $10,250

*Application Deadline:* April 2, 2014

*Contact Information*: 617-496-0484

Leadership, Organizing and Action: Leading Change  
This online program focuses on how to organize communities to mobilize their resources to create the power they need to make change. Effective organizing requires learning to identify, recruit, and develop leadership, build community around that leadership, and build power from the resources of that community. For more information, [click here](http://ksgexecprogram.harvard.edu/Programs/loa/overview.aspx).

*Date:* Februrary 10-May 16, 2014

*Location:* Online

*Cost:* $1,750

*Application Deadline:* April 2, 2014

*Contact Information*: 617-496-0484

### Women and Power: Leadership in a New World

Focused on assisting women in senior positions develop effective leadership strategies including creating successful alliances and enduring partnerships, this program provides an interactive experience designed to help women advance to positions of influence and use them well. Program participants engage with Harvard faculty and other dynamic women leaders to explore strategies for enhancing influence and authority in organizational and political contexts. Using the Harvard case study method, the course examines leadership challenges and facilitates sharing lessons from personal experiences to address common individual or organizational challenges. For more information, [click here.](http://ksgexecprogram.harvard.edu/Programs/wp/overview.aspx)

*Date*: May 4 – 9, 2014

*Location*: Harvard Kennedy School-Executive Program (Cambridge, MA)

*Cost*: $6,900 (includes tuition, housing, curricular materials, and most meals)

*Application deadline*: March 4, 2014

*Contact Information*: 617-496-0484

### Strategic Management of Regulatory and Enforcement Agencies

This course examines the distinctive strategic and managerial challenges that surround government agencies’ regulatory and enforcement functions, focusing on issues of social regulation (the control of risks to society) rather than economic regulation (the control of markets), and explores the operations and management of agencies rather than the reform of law including current reforms (such as customer service orientation and process improvement). It will also focus on the distinctive character of the risk-control task, and pressures for regulators to prove their worth and effectiveness. For information, [click here.](http://ksgexecprogram.harvard.edu/Programs/smre/overview.aspx)

*Dates*: March 30 – April 4, 2014

*Location*: Harvard Kennedy School-Executive Program (Cambridge, MA)

*Cost***:** $6,900 (includes tuition, housing, curricular materials, and most meals)

*Application deadline*: January 30, 2014

*Contact Information*: 617-496-0484

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## Illinois Institute of Technology

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### [**Business Innovation**](http://www.gsb.stanford.edu/exed/eld/)

This course is designed to teach innovative thinking through theory, methods, and practice of innovation. The course incorporates Einstein's thinking, and Edison's method to establish the innovation process that can be applied in current business environment. Current economic conditions and global sourcing requires that innovation becomes a leading tool for developing a competitive edge. Innovation has been considered a competency of educated, design engineering, and a selected few employees that has become insufficient today. Corporations and organizations need innovation to develop customer-specific solutions in almost real time. Any manager who wants to be able to evaluate the business model of his or her enterprise division, or expert who wants to use the technical knowledge he or she has developed in years of study and business practice should attend. The course is designed to help the business manager stop working for other people and start declaring economic independence. For more information, [click here.](http://www.iit.edu/cpd/professional_learning/information_technology_cert/IT-M582.shtml)

*Dates:* January 13-May 10, 2014

*Location:* IIT Main Campus, Chicago and ONLINE

*Cost: $2,450*

Contact Number: *312.567.5280*

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## Ken Blanchard Companies (Private Industry Provider)

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### Leading People Through Change®

Our research and real-world experience show that people go through predictable stages of concern during change. In addition, most change efforts are unsuccessful for predictable reasons. This predictability allows leaders to be proactive and minimize the risks associated with change. Leading People Through Change teaches leaders how to identify and address the typical concerns that employees raise during a change, and how to use the appropriate change strategy and corresponding behaviors to resolve those concerns. The change strategies presented help leaders proactively address the most common causes of failure in change efforts. The model presented in this program can be applied to all types of change efforts, including mergers and acquisitions, business process reengineering, sales force expansion, and technology implementations. For more information, [click here.](http://www.kenblanchard.com/Events/Training-for-Trainers/Leading-People-Through-Change-T4T/1186)

*Program Dates:* April 14-18, 2014

*Cost*: $1,695

*Location*: San Diego

*Contact:* 800.728.6000 [christine.simmons@kenblanchard.com](mailto:christine.simmons@kenblanchard.com)

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## Louisiana State University

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### Executive Development Program

Our Executive Development Program is designed for senior-level professionals who typically have five or more years of work experience and who lead one or more functional areas within the organization. This 10-day program infuses cutting-edge learning techniques and business topics to prepare professionals for the top levels of leadership within their companies. For more information, [**click here.**](http://business.lsu.edu/executive-education/Pages/EDP2012.aspx)

*Dates:*  September 15-17, 24-26, and November 10-13, 2014

*Location:* Louisiana State University, Baton Rouge, LA

*Costs*: $6,895 w/ accommodations for non-profit or government, $5, 695 w/o accomodations

*Contact Information: Phone:* 225-578-5516 *Email:* exed@lsu.edu

### **[Rising](http://www.gsb.stanford.edu/exed/eld/) Stars Program**

This three-day highly interactive program is designed to groom high potential employees for professional growth, foster leadership succession plans, inspire employees, educate individuals on how to be a leader in situations where they may lack formal authority or title, and provide educational and development opportunities that could lower employee attrition or turnover. For more information, [click here.](http://business.lsu.edu/executive-education/Pages/Rising-Stars.aspx)

*Dates:* March 25-27, 2014; June 10-12, 2014; & October 7-9, 2014

*Location:* Louisiana State University, Baton Rouge, LA

*Cost:* $1,645 Standard Fee, $1,595 Non-profit Fee

*Contact Number:* 225.578.9132

## Loyola University Chicago

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### High-Impact Leadership: Maximizing your Leadership Potential

This program combines the best practices and latest research into the art and science of leadership, decision-making, problem solving and organizational effectiveness. The 10-week program focuses on three key areas: understanding oneself, the psychology of leadership, and leading other. For more information, [click here.](http://www.luc.edu/quinlan/executive-education/executive-leadership-training/index.shtml)

*Courses*:For course descriptions, [click here](http://www.luc.edu/quinlan/executive-education/executive-leadership-training/index.shtml)*.*

*Dates*: May 19-21, 2014

*Location:* Loyola University Chicago, Water Tower Campus (Chicago, IL)

*Cost:* $3,350

*Apply:* To apply online, [click here](http://www.luc.edu/quinlan/executive-education/executive-leadership-training/index.shtml).

*Contact Information***:** 312-915-6761

### Mini-MBA Certificate Program

The Loyola mini-MBA**sm** is a comprehensive management development program that provides cutting-edge business skills, coaching and leadership training to help propel your organization and your career forward. During this 10-week program, expert faculty exposes participants to the key management levers that drive organizational success. For more information, [click here.](http://www.luc.edu/quinlan/executive-education/mini-mba-programs/index.shtml)

*Courses*:For course descriptions, [click here](http://www.luc.edu/quinlan/executive-education/mini-mba-programs/index.shtml)*.*

*Dates*: March 24-June 2, 2014

*Location:* Loyola University Chicago, Water Tower Campus (Chicago, IL)

*Cost:* $3,350

*Apply:* To apply online, [click here](http://www.luc.edu/quinlan/executive-education/mini-mba-programs/index.shtml).

*Contact Information***:** 312-915-6761

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## Michigan State University

### Executive Leadership for Women: Strategies to Enhance Success

This program provides critical information and leadership insights designed to help high-potential women improve performance and productivity within their unique business environments. Based on both proven research and the personal experiences of senior executives, the program develops individualized action plans and engages organizational superiors to help support implementation. This program will also create a unique network of colleagues with similar experiences to help support future growth and development. For more information, [click here.](https://edp.broad.msu.edu/events/10)

*Dates:* October 14-15, 2014 or November 11-12, 2014

*Location:* The James B. Henry Center for Executive Development, Lansing, Michigan

*Cost:* $2,995.00 – full tuition (includes materials, assessments, meals and graduation plaque)

*Contact:* Kristin St. Marie; *Email* [stmarie@bus.msu.edu](mailto:stmarie@bus.msu.edu) *Phone* 517.353.9711 x71005 or 800.356.5705

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### Adaptive Leadership: Enhancing Individual and Team Performance

No one leader can fulfill all rolesof a leader but it is the leader’s responsibility to recognize his or her strengths and weaknesses in performing all the roles. Moreover, if there are roles that the leader cannot fulfill, it is his or her responsibility to either (a) personally adapt and develop the ability to perform the role or (b) make sure that the role is covered by some other member of the team. The skills learned in this seminar will help the attendee expand his or her leadership style beyond his or her current niche, providing long-term career survival and advancement. For more information, [click here.](https://edp.broad.msu.edu/events/85)

*Dates:* April 29-30, 2014

*Location:* The James B. Henry Center for Executive Development, Lansing, Michigan

*Cost:* $1,995.00 – full tuition (includes materials, meals, assessments and certificate of completion)

$1,695.00 – early bird registration

*Contact:* Kristin St. Marie [stmarie@bus.msu.edu](mailto:stmarie@bus.msu.edu) 517.353.9711 x71005 or 800.356.5705

### Broad Executive Program: Strategies for High-Impact Leadership

The Broad Executive Program is an intense five-day experience providing strategic thinking to develop cross-functional knowledge with the latest practices and strategies for high-impact leadership.  This program delivers an action-learning and integrative approach with a focus on maximizing shareholder value for the organization.  The collaboration with other high-caliber participants via classroom exercises, activities and a team-based project offers outstanding value and the opportunity for life-long peer relationships across a broad spectrum of industries and organizations.  The Broad Executive Program provides an immersion development training experience that will fulfill the leadership development needs of today’s rising stars. For more information, [click here.](https://edp.broad.msu.edu/events/55)

*Dates:* TBD

*Location:* The James B. Henry Center for Executive Development, Lansing, Michigan

*Cost:* $5,900.00 – full tuition (includes materials, meals, assessments and certificate of completion)

$5,400.00 – early bird registration

*Contact:* Kristin St. Marie; *Email* [stmarie@bus.msu.edu](mailto:stmarie@bus.msu.edu); *Phone* 517.353.9711 x71005 or 800.356.5705

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# MIT Open Courseware

Introduction to Lean Six Sigma MethodsThis course introduces the fundamental Lean Six Sigma principles that underlay modern continuous improvement approaches for industry, government and other organizations. Lean emerged from the Japanese automotive industry, particularly Toyota, and is focused on the creation of value through the relentless elimination of waste. Six Sigma is a quality system developed at Motorola which focuses on elimination of variation from all processes. The basic principles have been applied to a wide range of organizations and sectors to improve quality, productivity, customer satisfaction, employee satisfaction, time-to-market and financial performance. This course is offered during the Independent Activities Period, which is a special 4-week term at MIT that runs from the first week of January until the end of the month. For more information, [click here.](http://ocw.mit.edu/courses/aeronautics-and-astronautics/16-660-introduction-to-lean-six-sigma-methods-january-iap-2008/)

*Dates:* Self-paced

*Location:* Online

*Cost:* Free

## MIT Sloan Business School **Implementing Improvement Strategies: Practical Tools and Methods**

This program translates Toyota-style tools and methods to western cultures and language, and to industries of all kinds. It provides leaders with a framework for understanding what drives improvement and how such methods can be applied and integrated with major business targets and work streams allowing improvement to be accomplished in a rapid and natural way. Learn how to identify the true value-added elements of work, understand existing good practices, and build on those successes in a principled way. Inspired by extensive research on several leading companies, this program highlights the principles and practices that have enabled such companies to consistently and significantly outperform their competitors year after year. For more information, [click here.](http://executive.mit.edu/openenrollment/program/implementing_improvement_strategies_practical_tools_and_methods/17)

***Dates*:** Apr 1-2, 2014 | Jul 10-11, 2014 | Nov 20-21, 2014

***Certificate Track*:** [Technology, Operations, and Value Chain Management](http://executive.mit.edu/executivecertificates/technology)

***Location*:** Cambridge, Massachusetts

***Tuition*:** $2,900 (excluding accommodations)

***Program Days* (for certificate credit):** 2

*Contact*: [sloanexeced@mit.edu](mailto:sloanexeced@mit.edu)

### Transforming Your Leadership Strategy

This program is built around MIT's unique Distributed Leadership Model―a powerful, innovative approach to executive leadership that lies at the core of leadership development at MIT, and the result of an intensive, four-year research project at the MIT Leadership Center to identify more effective strategies for leading in a networked economy. Tested in diverse, real-world settings, the model allow managers to succeed as leaders by being flexible and adaptive in new and unexpected ways. For more information, [click here.](http://executive.mit.edu/openenrollment/program/transforming_your_leadership_strategy/35)

***Dates*:** Apr 08-09, 2014 | Jun 17-18, 2014 | Nov 18-19, 2014

***Certificate Track*:** [Management and Leadership](http://executive.mit.edu/executivecertificates/management)

***Location*:** Cambridge, Massachusetts

***Tuition*:** $2,900 (excluding accommodations)

***Program Days* (for certificate credit):** 2

*Contact*: [sloanexeced@mit.edu](mailto:sloanexeced@mit.edu)

### Creating High Velocity Organizations

Using several teaching techniques (presentations, case discussions, video dramatizations, and an in-class simulation), this program emphasizes a participatory style to maximize the opportunities for “learning by doing”. The program organizes materials into thematic modules relating to the principles of building the discovery capability in an organization—smart work design, creative problem solving, continuous knowledge sharing, and developing of discovery skills among employees. Each module first demonstrates the positive impact of successful application of the key principles, and then provides examples of negative results when those principles were not applied. Each session includes facilitated small-group exercises, where participants actively apply the ideas and examples to their own specific, real-life situations. For more information, [click here.](http://executive.mit.edu/openenrollment/program/creating_high_velocity_organizations/40)

***Dates*:** Mar 13-14, 2014 | Jul 17-18, 2014 | Oct 30-31, 2014

***Certificate Track*:** [Management and Leadership](http://executive.mit.edu/executivecertificates/management)

***Location*:** Cambridge, Massachusetts

***Tuition*:** $2,900 (excluding accommodations)

***Program Days* (for certificate credit):** 2

*Contact*: [sloanexeced@mit.edu](mailto:sloanexeced@mit.edu)

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### Leading Change in Complex Organizations

The 21st century organization is complex, difficult to understand, and to manage. A volatile mix of dynamics is triggering changes in the workplace. As the complexity increases, effective managers must have a strong knowledge of the people in the organization and the tasks they perform. And they must have the skills to use that knowledge in practical and flexible ways. This program will present innovative perspectives on managerial problems and offers practical ways to solve them. The issues examined apply across organizations, national boundaries, and technical domains. For more information, [click here.](http://executive.mit.edu/openenrollment/program/leading_change_in_complex_organizations/22)

***Dates*:** May 18-23, 2014

***Certificate Track*:** [Management and Leadership](http://executive.mit.edu/executivecertificates/management)

***Location*:** Cambridge, Massachusetts

***Tuition*:** $8,800 (excluding accommodations)

***Program Days* (for certificate credit):** 5

*Contact*: [sloanexeced@mit.edu](mailto:sloanexeced@mit.edu)

### Building, Leading, and Sustaining the Innovative Organization

This program is designed to help spark the breakthrough ideas business leaders need to create successful competitive products for the future. Drawing on the latest MIT Sloan research, the program will offer a set of strategies for growing companies in the face of changing markets, technologies, and consumer demand. Specifically, participants will be presented with tactics for dealing with the internal politics and resistance to change that can threaten innovation initiatives and early-stage developments, techniques for building innovation streams, processes for collecting competitive intelligence, forecasting technology change, and gathering information on user needs, methods for identifying better innovations more quickly, including the lead-user method for discovering breakthrough products, services, and strategies; and innovation toolkits that enable managers to design their own mass-customized products and services. For more information, [click here.](http://executive.mit.edu/openenrollment/program/building_leading_and_sustaining_the_innovative_organization/4)

[**Faculty**](http://executive.mit.edu/openenrollment/program/building_leading_and_sustaining_the_innovative_organization/4#faculty)

***Dates:*** Mar 13-14, 2014 | Jun 12-13, 2014 | Oct 23-24, 2014

***Certificate Track:*** [Strategy and Innovation](http://executive.mit.edu/executivecertificates/strategy)

***Location:*** Cambridge, Massachusetts

***Tuition:*** $2,900 (excluding accommodations)

*Contact:*[sloanexeced@mit.edu](mailto:sloanexeced@mit.edu)

### Developing a Leading Edge Operations Strategy

In this program, senior managers will learn new approaches to operations strategy that were developed at MIT and based on best-practice research conducted among the world's leading service and manufacturing companies. Participants will gain an analytic view of operations and strategic insights intovertical integration and the factors that affect strategic decisions, process design and process engineering, integration of people systems with technical systems, global facility network strategies and the future of supply chain management, strategic implications of process technologies, capacity and risk management, including capacity factors, supply and demand management, and outsourcing, supplier power, and trends in supplier management. For more information, [click here.](http://executive.mit.edu/openenrollment/program/developing_a_leading_edge_operations_strategy/10)[**Reviews**](http://executive.mit.edu/openenrollment/program/developing_a_leading_edge_operations_strategy/10#reviews)

***Dates:*** Apr 08-09, 2014 | Jun 17-18, 2014 | Nov 04-05, 2014

***Certificate Track:*** [Technology, Operation, and Value Chain Management](http://executive.mit.edu/executivecertificates/technology)

***Location:*** Cambridge, Massachusetts

***Costs:*** $2,900 (excluding accommodations)

*Contact:*[sloanexeced@mit.edu](mailto:sloanexeced@mit.edu)

### Energy Innovation: MIT's Approach to Discovering and Realizing Energy Opportunities

Energy is the challenge as well as the opportunity of our generation. This innovative new four-day program is designed to enable business executives, entrepreneurs and government officials to more effectively encourage, lead and manage the entire venture creation process for energy-be they stand alone new ventures or pioneering undertakings inside of larger organizations. The process includes identifying opportunities, generating new ideas, designing a holistic solution, and building a viable, significant, and sustainable new energy-oriented business. For more information, [click here.](http://executive.mit.edu/openenrollment/program/energy_innovation_mits_approach_to_discovering_and_realizing_energy_opportunities/51)

***Dates:*** TBD

***Location:*** Cambridge, Massachusetts

***Costs:*** $7,900

*E-mail:* [sloanexeced@mit.edu](mailto:sloanexeced@mit.edu)

### Essential Law for Executives: The MIT Advantage

The U.S. legal system and legal style are in many ways business friendly. The law can help you protect intellectual property and design an effective IP strategy, develop sound plans for new products and marketing technologies, build and retain a successful management team, and shape complicated transactions such as M&A and tailored financial products. But it is also hard-edged, complex, contentious, and poses many risks—such as disputes that cloud IP, consumer class-action litigation which can discredit a brand and impose massive damages, lawsuits by terminated or aggrieved employees, structured financial products that carry hidden risks, and heavy-handed government investigations and sanctions. For more information, [click here.](http://executive.mit.edu/openenrollment/program/essential_law_for_executives_the_mit_advantage/21)

***Dates:*** Mar 18-19, 2014 | Nov 20-21, 2014

***Certificate Track*:** [Management and Leadership](http://executive.mit.edu/executivecertificates/management)

***Location:*** Cambridge, Massachusetts

***Costs:*** $2,900 (excluding accommodations)

*E-mail:*[sloanexeced@mit.edu](mailto:sloanexeced@mit.edu)

### Revitalizing Your Digital Business Model

As the world continues to digitize and grow in complexity, virtually every enterprise will need to have a great digital business model, one that creates value by engaging customers digitally. The digital marketplace is redefining customer relationships, the way employees work, and how companies build and exploit internal and external capabilities. This new program is designed to guide senior executives as they attempt to meet the complex challenges of competing in the digital marketplace. Based on extensive MIT research, it provides insights into how firms can achieve competitive advantage by providing unique digital content, an exceptional customer experience, and superior digitized platforms. For more information, [click here.](http://executive.mit.edu/openenrollment/program/revitalizing_your_digital_business_model/50)

***Dates:*** Jul 15-16, 2014 | Oct 16-17, 2014

***Certificate Track:*** [Strategy and Innovation](http://executive.mit.edu/executivecertificates/strategy)

***Location:*** Cambridge, Massachusetts

***Costs:*** $2,900 (excluding accommodations)

*E-mail:*[sloanexeced@mit.edu](mailto:sloanexeced@mit.edu)

### Strategy in a Global World

This program is based on a new view of the world and how business at all levels must work in the context of a globalized world. The global world is no longer simply a source of new markets or cost factor savings; it is a source of innovation. To survive and prosper today, companies must expand their focus beyond the traditional views of the world to truly developing a wider vision that encompasses all aspects of being a global organization capable of developing and delivering a proposition that takes advantage of global integration to create value from and for the world. For more information, [click here.](http://executive.mit.edu/openenrollment/program/strategy_in_a_global_world/48)

***Dates:*** Mar 20-21, 2014 | Oct 30-31, 2014

***Certificate Track:*** [Strategy and Innovation](http://executive.mit.edu/executivecertificates/strategy)

***Location:*** Cambridge, Massachusetts

***Costs:*** $2,900 (excluding accommodations)

*E-mail:*[sloanexeced@mit.edu](mailto:sloanexeced@mit.edu)

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## New York University

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### Disruptive Leadership: Fostering a Culture of Game-Changing Innovation

This program is intended for organizations and institutions, executives and entrepreneurs who wish to rethink the habits that have made them successful in the past, and challenge the conventional wisdom and industry models that have defined their business. To achieve these objectives, the program combines presentations and discussion with practical exercises where participants apply disruptive leadership principles to business issues and scenarios. For more informatation, [**click here.**](http://www.stern.nyu.edu/executive-education-short-courses/search/program/130/Disruptive-Leadership:-Fostering-a-Culture-of-Game-Changing-Innovation)

*Dates:* June 16-17, 2014 *Cost:* $2,800

*Contact Number:* (212) 998-0789

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## Northwestern University

### Creating and Leading a Culture of Innovation

In this program, you will be challenged to take an introspective look at your own leadership style, values, and impact - and how to create an innovation mindset and culture. Many companies focus on streamlining and cost-cutting to achieve short-term earnings growth. Winning managers, though, are always seeking new ways to create value by launching new products and services, entering new markets, or rethinking established processes. For more information, [click here.](http://www.kellogg.northwestern.edu/execed/Programs/INNOVATE.aspx)

*Dates:* March 19-21, 2014 or October 1-3, 2014

*Application Deadline:* 4 weeks prior to start date

*Location:* Evanston, IL

*Costs:* $5,200

*Contact Number:* 847-467-7000

### Strategic Leadership

Change is the only constant in today’s global, knowledge-based economy. In this challenging environment, nonprofit leaders must have the ability to think and act strategically in order to translate the mission into objectives and develop plans and programs that will accomplish those objectives. This program helps leaders understand and manage the opportunities and risks to their organizations by focusing on personal and organizational leadership strategies. For more information, [click here.](http://www.kellogg.northwestern.edu/research/nonprofit/execed/programs/10_24_11.aspx)

*Dates:* October 20-21, 2014

*Location:* Evanston, IL

*Fees:* $950

*Contact Number*: 847.467.0866

### Winning Strategies

This program focuses on three separate components of organizational survival and success: mission, finance and strategy. Mission and finance are linked by a coordinated set of actions that define your organization's strategy. The goal of this program is that you leave with a better sense of the actions you and your organization can take to create and sustain a competitive advantage in carrying out your mission. For more information, [click here.](http://www.kellogg.northwestern.edu/execed/nonprofitprograms/np-strategies.aspx)

*Dates:* November 3-4, 2014

*Location:* Evanston, IL

*Costs*: $950.00

*Contact Number*: 847.467.0866

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## Notre Dame

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### Executive Integral Leadership

Leadership success starts with you as an individual, where you have maximum potential to effect change. This program offers a values-based approach to leadership, inspiring you to get reacquainted with your values and behaviors and then to leverage that knowledge effectively. At the conclusion of this life-changing experience, you will be prepared to think and act in alignment with your values and to face every challenge with increased courage and confidence. For more information, [click here.](http://business.nd.edu/executive_education/integral_leadership_portfolio/)

*Dates*: April 27-May 2, 2014 or October 12-17, 2014

*Location*: Stayer Executive Education Center, Notre Dame, IN

*Costs*: $6,950

*Contact*: 574-631-0564

### Executive Certificate in Leadership and Management

This online program features three eight-week courses presented by the country’s leading experts in leadership and management – the same professors who teach at Notre Dame’s top-ranked Mendoza College of Business! Courses include: Effective Leadership, Leading Teams and Organizations and Executive Leadership Strategies. For more information, [click here.](http://business.nd.edu/Executive_Education/Online/Executive_Certificate_in_Leadership_and_Management/)

*Dates:* Sessions start at the beginning of each month *Location*: Online

*Costs*: $4,995 for 3-course package

*Contact*: to register call 855-300-1475

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## Office of Personnel Management

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### Leadership Assessment Program Level 1 for Team Leaders and Emerging Supervisors

Management is what makes the Federal government tick and identifying and nurturing new managers is essential to the future of good government. This course will give you new insights to create a personal learning plan for continued leadership growth. Designed for those who have one year or less of supervisory experience, you will receive personalized feedback from assessment specialists, superiors, peers and subordinates, and gain a greater understanding of how personal behaviors affect workplace interactions. For more information, [click here.](http://cldcentral.usalearning.net/course/index.php?categoryid=59)

Feb 24-28, 2014 @, Washington, DC $5,100

Apr 7-11, 2014 @ EMDC, Shepherdstown, WV $5,600

Jun 2-6, 2014 @ EMDC, Shepherdstown, WV $5,600

Aug 11-15, 2014 @San Diego, CA $5,100  
Sep 8-12, 2014 @ WMDC, Aurora, CO $5,600

### Leadership Assessment Program Level 2 for Supervisors and Managers

Excellence stems from many factors, and breaking down those elements and focusing on each will help you grow and develop your career. This course will give supervisors and managers who have at least one year of current supervisory experience the critical strategies needed to improve your leadership performance and achieve organizational success. For more information, [click here.](http://cldcentral.usalearning.net/course/index.php?categoryid=60)

Mar 10-14, 2014 @ San Antonio, TX $4850

Jun 9-13, 2014 @ EDMC, Shepherdstown, WV $5350  
Aug 18-22, 2014 @ Washington, DC $4850  
Sep 22-26, 2014 @ WMDC, Aurora, CO $5350

### Crisis Leadership Workshop

How do you lead when the unexpected occurs, your plans are insufficient and your core values are threatened? Through case studies, films, interactive exercises and simulated crises, you will learn to identify a crisis, assess your own biases in high-pressure situations, manage the overwhelming amounts of information that crises generate, organize for effective decisions and create and lead an effective crisis team. You will identify your personal strengths when you are threatened and learn to manage relationships before, during and after a crisis. You will share your experiences in crisis leadership and develop an invaluable network for ongoing support. For more information, [click here.](http://cldcentral.usalearning.net/course/index.php?categoryid=37)

Mar 25-28, 2014 @ Washington, DC $2265  
Jun 24-27, 2014 @ Shepherdstown, WV $2950  
Aug 26-29, 2014 @ Shepherdstown, WV $2950

Resiliency 2.0Continual change, shrinking resources, and uncertain landscapes are a way of life for federal leaders today. This course helps you understand how to increase your own resiliency and boosts your ability to reduce the stress of your teams. This innovative seminar will guide you through an understanding of the foundations of resiliency and specific behaviors to promote it. The seminar encourages participants to share their experiences, making for a lively, interactive classroom environment. For more information, [click here.](http://cldcentral.usalearning.net/course/index.php?categoryid=36)

Jan 28-30, 2014 @ Washington, DC $1790  
Apr 15-17, 2014 @ Chicago, IL $1790  
Aug 19-21, 2014 @ EDMC, Shepherdstown, WV $2175

### Executive Development Seminar: Leading Change

Designed for senior Federal and other public sector managers, this two-week program offers new awareness of various aspects of your agency. Thinking strategically, you will gain new knowledge, skills and understanding that will take you even further in your career. Through a group project, you will learn the fundamentals and finer aspects of strategic thinking, strategic planning and political research. You will also examine how policy is made and how to maximize the interests of all concerned parties. For more information, [click here.](http://cldcentral.usalearning.net/course/index.php?categoryid=16)

Feb 24-Mar 6, 2014 @ EMDC, Shepherdstown, WV $6000  
Apr 21-May 1, 2014 @ EMDC, Shepherdstown, WV $6000  
Jul 7-17, 2014 @ WMDC, Aurora, CO $6000   
Sep 8-18, 2014 @ EMDC, Shepherdstown, WV $6000

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## Penn State University

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### Aligning Strategy, Leadership, and Culture: Keys to Competitive Advantage

This one-week course is designed for leaders charged with creating and implementing strategy. It provides participants with the integrated management perspective to maximize the performance of their organization. Participants will learn how the forces of culture impact performance and hone leadership skills that establish a common sense of purpose that drives commitment and cooperation. For more information, [click here.](http://www.smeal.psu.edu/psep/open/aslc)

*Dates*: March 23-28, 2014 or September 7-12, 2014

*Fee*: $7,950

*Location*: University Park, PA

*Contact:* 1-800-311-6364 or [psep@psu.edu](mailto:psep@psu.edu)

### Enterprise Integration & Transformation: Beyond IT/Business Alignment

This unique executive education program, in affiliation with Gartner, uncovers critical enterprise principles and provides participants with a roadmap for achieving sustainable transformation through alignment. Topics include all aspects of IT and organizational integration and transformation -- from enterprise strategy, planning, and infrastructure issues to those surrounding external alliances and partnerships. The program is for CIOs, EVPs, senior strategists, senior IT management, enterprise and business architects, business and IT strategists, enterprise transformation analysts, enterprise portfolio managers, and other executives with leadership responsibility for their organization. For more information, [click here.](http://www.smeal.psu.edu/psep/open/business-enterprise)

*Dates*: November 17-21, 2014  
*Fee:* $4,400

*Location*: University Park, PA

*Contact:* 1-800-311-6364 or [psep@psu.edu](mailto:psep@psu.edu)

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## Portland State University (Center for Public Service)

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### Emergency Leadership and Community Resilience

This professional certificate program provides a foundation in the core concepts, contemporary practices, and theories of emergency preparation, response, and recovery. The courses offered through this program provide state-of-the art education, tools, and skills to effectively manage emergencies. For more information, [click here.](http://www.pdx.edu/cps/emergency-leadership-community-resilience)

*Program Dates:* 6 Courses

The Professional in Emergency Management: TBD

Emergency Program Management: TBD

Understanding Community Expectations: Janurary 3-4, 2014 and March 7-8, 2014

Earth Sciences for Emergency Managers: Januarary 5-6, 2014 and March 9-10, 2014

Building Situational Awareness: April 4-5, 2014 and June 6 – 7, 2014

Crisis Communication and Disasters: April 6-7, 2014 and June 8-9 2014

(*Application Deadline:* Rolling deadlines prior to each course. Contact for information. *Cost:* $6,000 for certificate;$1,280 per for-credit course; $1,000 per non-credit course

*Contact:* Christine Hanolsy, Program Coordinator. hanolsy@pdx.edu, (503) 725-5114

### Executive Master of Public Administration Program (EMPA)

This fully-accredited program is designed for ambitious and forward-looking public and nonprofit professionals who have at least ten years of significant work experience. The program is intended to prepare individuals for advanced leadership, with an assumption that they have already "earned their wings" as successful managers of people, programs, and organizational units. Program students have a clear commitment to public service and strong personal motivation to deepen their knowledge, sharpen their skills, and assume advanced leadership roles in public service. The EMPA Program increases the efficacy of public officials for ethical, competent, and effective public service leadership in federal, state, local, special district, tribal, and nonprofit organizations. The program integrates theory and practice through a co-production process engaging community groups, citizens, public service executives, academic colleagues, and practitioners with the Center for Public Service. For more information, [click here.](http://www.pdx.edu/cps/empa)

*Program Dates:* Fall to Spring (2-year program)

*Application Deadline:* April 1, 2014 *Cost:* TBD

*Contact:* Marcy Newton, Program Coordinator, marcy.newton@pdx.edu, (503) 725-5165

### [**Executive Seminar**](http://www.gsb.stanford.edu/exed/eld/) **Program for Natural Resources**

This is a professional education program for mid-career natural resource professionals in public, private, tribal, and non-profit organizations. The program uses live case studies of controversial natural resource issues, advance leadership development, and enhance understanding of governance principles. Each seminar reconstructs the natural resource policy controversy by visiting the site of the issue, reviewing background materials, and meeting with the decisive players in the conflict. A total of three case studies and one capstone are held during the program year. Three seminars of approximately one week each will be held on site to reconstruct cases. The fourth session (capstone) runs two-days and is held in the Portland area concluding the program with a review of leadership principles, techniques for policy resolution, and a summarization of insights gained by the participants. PSU Faculty provides oversight and emphasizes sound administration practices, as well as ways on how to improve policy outcomes. For more information, [click here.](http://www.pdx.edu/cps/esp).

*Dates:* TBD

*Application Deadline:* Contact us to check availability

*Location:* Olympic National Park, WA; Coos Bay, OR; Burns and Frenchglen, OR; and PSU Campus, Portland, OR

*Cost:* $6,000 for all cases or $2,300 per case

*Contact*: Christine Hanolsy, Program Coordinator, hanolsy@pdx.edu, (503) 725-5114

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## 

## Regis University

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### Executive Leadership Certificate

This program is designed for students who choose to build a philosophy and the skills for becoming effective leaders. It focuses on contemporary leadership theories, ethical leadership and future leadership roles. The program requires 15 credit hours. For more information, [click here.](http://cps.regis.edu/certificates-masters.php#sm)

*Courses*:For course descriptions, [click here](http://cps.regis.edu/certificates-masters.php#sm)*.*

*Dates*: For the 2014 schedule, [click here.](http://cps.regis.edu/degrees-masters-organization-leadership.php)

*Location:* Online or in classroom

*Cost:* $690/ per credit hour

*Apply:* To apply online [click here](http://cps.regis.edu/apply-now.php)

*Contact Number:* 800-944-7667

### Executive Project Management Certificate

This certificate program is designed to meet the needs of students who require project management, leadership and people management skills. This certificate is designed for adults who wish to enhance their work–related knowledge and skills and to advance themselves educationally. For more information, [click here.](http://cps.regis.edu/certificates-masters.php#sm)

Regis University's New Ventures offers a **PMP Exam Preparation Workshop**, which is available in an online or campus-based format. Attendees will earn 35+ contact hours or PDUs. [Learn more](http://newventuresed.org/pdf/PMPLandingPage.pdf)

*Courses*:For course descriptions, [click here](http://cps.regis.edu/certificates-masters.php#sm)*.*

*Dates*: For the 2014 schedule, [click here.](http://cps.regis.edu/degrees-masters-organization-leadership.php)

*Location:* Online or in classroom

*Cost:* $690/ per credit

*Apply:* To apply online [click here](http://cps.regis.edu/apply-now.php)

*Contact Number:* 800-944-7667

### Strategic Human Resource Integration

This certificate program is designed for students to examine strategies for transforming organizational culture, architecture, and leadership while reviewing the impact of the human resource functions on the total organization. For more information, [click here.](http://cps.regis.edu/certificates-masters.php#sm)

*Courses*:For course descriptions, [click here](http://cps.regis.edu/certificates-masters.php#sm)*.*

*Dates*: For the 2014 schedule [click here](http://cps.regis.edu/certificates-masters.php#sm)

*Location:* Online or in classroom

*Cost:* $690/ per credit

*Apply:* To apply online, [click here](http://cps.regis.edu/apply-now.php)

*Contact Number:* 800-944-7667

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## Rice University

### [**Essentials**](http://www.gsb.stanford.edu/exed/eld/) **of Leadership**

During the foundation course, participants will develop an understanding of the importance of leadership at all levels (i.e., leadership capacity) within highly successful companies including an introspection of participant’s leadership styles. Participants will consider the differences between leadership and management and that leadership is critical in any successful change initiative. Participants will also examine the role that individual disposition plays in the development of leadership style, team interactions, and leader effectiveness. Ultimately this course focuses on helping participants identify the areas of their management style that are strengths and will support their transition into greater levels of responsibility and, perhaps more importantly, identify critical development areas that may hinder their future performance. For more information, [click here.](http://business.rice.edu/oep_leadership/)

*Dates:* January 21 –22, 2014

*Location:* Houston, TX

*Costs:* $2,500

*Contact Number:* 713.348.6060  
  
Leader as Coach

This course helps leaders understand the frameworks and actions they can use to serve as talent magnets for and within their organizations as well as develop the capabilities of junior leaders. The course examines differing levels of leadership, transition points between these, and the balanced use of different systems to grow leadership competency. It emphasizes coaching and mentorship, and understanding thje role networks, job rotation, action learning and 360 degree feedback play in developing the total leader. It also examines motivational concepts that support the best use of these activities, while matching these to the participants’ natural leadership style. As the war for talent continues to be a competitive differentiator, this course provides the capabilities to not only win talented individuals into organizations – but to embed the development of leaders into the management culture itself. For more information, [click here.](http://business.rice.edu/oep_leadership/)

*Dates:* February 4-5, 2014

*Location:* Houston, TX

*Costs:* $2,500

*Contact Number:* 713.348.6060

Leading Change

The focus of this module is to examine change inhibitors that create stress, waste resources, slow change efforts, or lead to outright failure, and discover how to lead, cope and win in the face of great change. For more information, [**click here.**](http://business.rice.edu/oep_leadership/)

*Dates:* March 18-19, 2014

*Location:* Houston, TX

*Costs:* $2,500

*Contact Number:* 713.348.6060

Thinking on Your Feet: Developing Creative Communication Skills  
Life is filled with countless moments when you have to think on your feet, requiring you to be ready to improvise. In this innovative class, comedienne Kim McGaw will use exercises and games to help you develop the ability to make clever remarks and to heighten concentration and focus on the “role” of the moment. Participants will act out a variety of situations and learn to take control and avoid being intimidated by a person or an audience. Anyone who must adapt to changing circumstances in a work situation will find many takeaways in this unique and highly interactive class. Participants will sift through data to identify critical information, recognize key resources and decision points, and adjust mental simulations to continually assess direction and opportunity. For more information, [click here.](http://gscs.rice.edu/Thinking_on_Your_Feet.aspx)

*Dates:* February 24 – April 21, 2014

*Location:* Houston, TX

*Costs:* $399  
Contact Number: 713-348-4803  
  
Strategic Decision Making and Critical Reasoning

This leadership program focuses on understanding your decision-making process and enhancing your strategic decision-making skills in your personal and professional life. For more information, [click here.](http://business.rice.edu/oep_leadership/)

*Dates:* February 25-26, 2014

*Location:* Houston, TX

*Costs:* $2,500

*Contact Number:* 713.348.6060  
  
Strategic Tools for Managing Organizational ChangeThe McKinsey 7-S Model asserts that an effective organization is not necessarily the one that has the best strategies or skill set. Rather, it is the one that is most “in balance” where all seven S’s (strategy, structure, systems, style, staff, superordinate goals and skills) are directly related and supportive of each other. This framework which first appeared in Tom Peters’ and Robert Waterman’s book “In Search of Excellence” in the early 1980s, was adopted by the global management consultancy McKinsey & Company and has been accepted globally as an important tool for change management. Professionals charged with managing organizational change will learn how to effectively implement the 7-S model to make desired and lasting changes in their organization.

*Dates:* April 11, 2014

*Location:* Houston, TX

*Costs:* $345  
Contact Number: 713-348-4803

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## Rollins College

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### Creative Strategy Development and Execution

The more all organization members understand about *creative* strategy development and execution, the better the performance of the firm. Thus, this two-session workshop is appropriate for organization members *at all levels*. The word “creative” is critical, since it takes creativity to be successful in business today. This two-part workshop provides participants a lively and engaging “deep dive” into contemporary best practices in strategy development and execution. You will leave better-able to contribute to the success of your firm and your unit. For more information, [click here.](http://www.rollins.edu/execed/evening-workshops/creative-strategy-development-and-execution/index.html)

*Date:* TBD

*Location:* Rollins College, Winter Park, FL

*Fee:* $375 per person

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## Rosemont College Online

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### Certificate in Leadership Program

This certificate provides a sound, advanced level grounding in leadership theory, leadership research, and the skill sets required to work effectively in multiple contexts. It requires 15 credit hours of specific graduate level leadership courses offered in an accelerated format. It is an especially attractive option for those seeking additional education in leadership skills but who are currently unable to commit to a full degree program. Students will increase their knowledge of the history of leadership studies including the theories of leadership and the nature of followership. For more information, [click here.](http://online.rosemont.edu/programs/graduate-certificate-in-leadership-studies/)

*Dates*: Six starts each year: January, March, May, July, August, October

*Location:* Entire program is online. The main campus of the College is located in Rosemont, PA.

*Cost:* $615 per credit hour plus a $35 per credit hour general fee.

*Apply:* To apply online, [click here](https://iway.rosemont.edu/ICS/Admissions/Apply_Online.jnz?portlet=Apply_Online_2.0&_portletview_=true)

*Contact:* 640-526-2966

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## Rutgers University

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### Building Your Business Case

This course can provide you with the advanced tools, knowledge and insight to empower you to successfully participate in senior-level discussions and effectively move your innovative ideas from concept to market. Learners will leave class with a cadre of new tools and be better prepared to participate in decisions that shape the future direction of innovation at your organization and drive your personal sense of engagement and satisfaction. For more information, [click here.](http://execed.rutgers.edu/building-your-business-case-how-to-get-your-projects-and-ideas-approved/)

*Dates*: TBD

*Location:* Princeton, NJ

*Cost:* $1,850 (includes instruction, materials, continental breakfast, lunch, and refreshments)

*Contact Information*: *Phone* 856.225.6685 or *Email* execed@camden.rutgers.edu

### Surviving and Thriving in a Changing Environment

Communicating and leading change is vital to every manager’s role. But, it is the ability to remain confident and engage with change in an empowering and inspiring way that will help influence other’s perception of the process that will set you apart from any leader. This one-day program explores the skills necessary to sustain change by focusing on the areas of emotional intelligence, persuasion and influence, and application of proven change management models. For more information, [click here.](http://execed.rutgers.edu/change-mgmt/)

*Dates*: TBD

*Location*: South Jersey

*Costs*: $795 (Includes instruction, materials, continental breakfast, lunch, refreshments and parking.)

*Contact Information*: *Phone* 856.225.6685 or *Email* execed@camden.rutgers.edu

### 7.5 Key Strategies for Effective Supervision

This course can help develop the toolbox that all supervisors and team leaders need to effectively manage people in the workplace. This two-day program can sharpen the skills of existing supervisors as well as develop the required skills for those making the transition to supervising others. The program format is designed to include practical exercises, case studies and group discussion in order to allow participants to practice new skills and be ready to implement them immediately. For more information, [click here.](http://execed.rutgers.edu/supervision/)

*Dates*: TBD

*Location*: Mt. Laurel, NJ

*Costs*: $1,850 (Includes instruction, materials, continental breakfast, lunch, and refreshments)

*Contact Information*: *Phone* 856.225.6685 or *Email* execed@camden.rutgers.edu

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## Seton Hall University

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### Professional Certificates

Seton Hall offers six Professional Certificates either as part of a Masters degree or on a standalone basis. Each certificate is comprised of four courses or 12 credits. The Graduate Communication Professional Certificates allow students to pursue specialized graduate education in pertinent communication and leadership areas of interest. Students are able to study communication and leadership skills that will enhance their professional capabilities and expand their knowledge and experiences. Students are able to apply the skills and knowledge they develop through the program courses both during and immediately after completion. Students will earn a professional certificate upon completion and, if they choose, apply the 12 credits towards the full master's degree in Strategic Communication. For more information, [click here.](http://www.shu.edu/academics/artsci/graduate-communication-professional-certificates.cfm)

*Courses*:For course descriptions, [click here](http://www.shu.edu/academics/upload/SETON_HALL_2012-13_GRADUATE_CATALOGUE.pdf#page=3)*.*

*Dates*: Jan 2014, May 2014 or Sept 2014

*Location:* Seton Hall University (New Jersey)

*Costs:* $1,033 per credit

*Apply:* To apply online, [Apply](http://www.shu.edu/academics/artsci/apply-graduate.cfm) here.

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## St. Joseph’s University

### Organization Dynamics and Leadership

This program enhances the capability of project managers, government officials, supervisors, military officers, human resources administrators, and middle management by cultivating their ability to lead. It is designed for busy professionals who have clear understandings of their educational objectives and who want to earn their master's degree or certificate without interrupting their careers. This program is an ideal option for people who have some work experience; and, is ideal second degree for those who already have an MBA or Master's in another field and want to explore more about the human side of organizations.

*Courses online:*Fortheonline program [click here.](http://online.sju.edu/programs/online-masters-degree-leadership.asp)

*Dates*: Rolling

*Location*: St. Joseph’s University, Philadelphia, PA 19131, or online

*Cost*: $752 per credit hour

*Application*: Applications are accepted on a rolling basis. To apply online, please click [click here](http://www.sju.edu/academics/cas/grad/odl/curriculum/coursedescriptions.html).

*Contact Number:* **(866) 758-7670**

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## Seattle University

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### The Executive Leadership Program

This program is a highly-respected, graduate-level certificate program in its thirteenth year. The curriculum is carefully integrated to provide an intensive exploration of leadership and its personal meaning in each participant’s life. The outcome of the program is a deeper knowledge of leadership, greater confidence, and a keen awareness of the values that guide executive decisions. For more information, [click here.](http://www.seattleu.edu/albers/executiveeducation/ELP/)

*Program Dates:*  Every fall and spring

*Cost:* $13,600 per quarter \*subject to change

*Contact Number:* 206.296.2529

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## Skillsoft: eLearning and Performance Support Solutions

[Skillsoft](http://skillsoft.com/) is a pioneer in the field of learning with a long history of innovation. Skillsoft provides cloud-based learning solutions for its customers worldwide, ranging from global enterprises, government, and education to mid-sized and small businesses. Skillsoft's customer support teams draw on a wealth of in-house experience and a comprehensive learning e-library to develop off-the-shelf and custom learning programs tailored to cost-effectively meet customer needs. Skillsoft's courses, books and videos have been developed by industry leading learning experts to ensure that they maximize business skills, performance, and talent development. [Skillsoft](http://skillsoft.com/) maintains mappings for a variety of competency models. These mappings help to direct the individual learner to specific Skillsoft learning assets that are directly aligned with the particular subject area and training requirements. Nearly 500 hours of e-learning assets, 1,000 online books and book summaries, and 200 videos are aligned to the OPM Guide to Senior Executive Service Qualifications (ECQ’s).

### Skillsoft OPM-ECQ Leading Change

***Content Summary:***

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | **Courses & Simulations** | | **Books** | **Videos** |
|  | **Hours** | **Assets** |
| **ECQ #1-LEADING CHANGE** | **86.9** | **104** | **219** | **53** |
| Creativity and Innovation | 11.8 | 14 | 54 | 16 |
| External Awareness | 13.3 | 16 | 33 | 7 |
| Flexibility | 12.4 | 13 | 36 | 4 |
| Resilience | 29.1 | 34 | 24 | 9 |
| Service Motivation | *No Specific Assets Currently Aligned* | | | |
| Strategic Thinking | 13 | 18 | 36 | 12 |
| Vision | 7.3 | 9 | 36 | 5 |

[Click here](https://community.skillsoft.com/USGOV/Competency_public.asp) for a complete list of assets and descriptions specific to each ECQ competency.

*Dates:*rolling basis

*Location****:*** Web-enabled content available with internet connectivity

*Cost****:*** Most US Federal agencies are currently licensed for a range of Skillsoft learning assets that can support Leadership Development initiatives. Please contact your organization’s Training Administrator for specific information and access.

*More Information****:***  [click here.](https://community.skillsoft.com/USGOV/Competency_public.asp)  
[Click here](https://community.skillsoft.com/USGOV/Competency_public.asp) for resources related to OPM’s Federal Supervisory Training

Email [*LeadershipTraining@Skillsoft.com*](mailto:LeadershipTraining@Skillsoft.com)for additional guidance.

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## Southern Methodist University

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### Certificate in Leadership

Today’s successful leaders are broad thinkers with a global perspective that extends far beyond their own self-interest. In 10 challenging sessions, this dynamic course for mid-level and experienced leaders will transform your leadership vision and approach from the inside out. You’ll master the nuances and challenges of assembling and managing external teams. You’ll develop your own personal style of authentic leadership that enables you to coach others, nurture talent and lead change across organizations and multigenerational teams. You’ll learn how to maximize your company’s most valuable, volatile asset—human capital—and strengthen your skills in strategic thinking that looks beyond the crisis of the hour. For more information, [click here](http://www.cox.smu.edu/web/executive-education/certificate-in-leadership).

*Program Dates*: **February 25 - April 29, 2014**

*Program Location*: Dallas, TX

*Cost*: $3,695

*Contact Number*: 214-768-3335

### Global Enterprise Leadership in the Energy Industry

Designed for current and emerging leaders whose decisions and authority shape their enterprises, this dynamic new program will help you shape a global vision and the skills to achieve it. Sessions will feature breakthrough insights on key issues from world recognized thought leaders and expert faculty from SMU Cox and other top-ranked business schools. Research-based content will expose you to the latest approaches in strategy development, financial management, leadership and communication. In three days, you'll develop a richer understanding of the world and your industry, enhanced skills for higher levels of responsibility and an expanded network of senior-level peers. For more information, [click here.](http://www.cox.smu.edu/web/executive-education/seminar-for-senior-managers-in-the-energy-industry)

*Program Dates*: TBD (Spring 2014)

*Program Location*: Dallas, TX

*Cost*: $4,350

*Contact Number*: 214-768-3335

### Strategic Leadership Skills in the Oil and Gas Industry

Research has shown that effective leaders have developed a pattern of success based on critical competencies that have been honed throughout their careers. In this program, you’ll be exposed to highly creative faculty who will give you the tools to think and work differently as you move through the leadership roles and challenges of the oil and gas industry for the next decade. For more information, [click here](http://www.cox.smu.edu/web/executive-education/strategic-leadership-skills).

*Program Dates*: April 13-17, 2014

*Program Location*: Dallas, TX

*Cost*: $6,750

*Contact Number*: 214-768-3335

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## Stanford University

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### Stanford Executive Program

This program equips senior executives with the knowledge, relationships, and tools necessary to drive results at the highest levels of global management. Participants in the program embark on a comprehensive academic journey that prepares them to successfully navigate the diverse challenges facing top executives in today's dynamic global marketplace. For more information, [click here.](http://www.gsb.stanford.edu/exed/sep/)

*Program Dates:* June 22 - August 4, 2014

*Application Deadline:* April 30, 2014

*Location:* Stanford University

*Cost:* $61,500

*Individual Leadership Skills Development (Optional): $5,800 USD*

*Contact Number:* 650.723.3341

### [**Executive Leadership Development**: **Analysis to Action**](http://www.gsb.stanford.edu/exed/eld/)

The program strengthens participants' analytical tools, management acumen, and interpersonal skills, thereby preparing managers to build effective teams, resolve strategic problems, drive change through the organization, and ultimately get to the next level. It also helps refine your personal leadership skills to solve problems independently and to lead with confidence, sharpen your analytical skills, build awareness of how you are perceived as a leader, and achieve your leadership objectives. For more information, [click here.](http://www.gsb.stanford.edu/exed/eld/)

*Program Dates:* January 12 – 24 and April 13 – 18, 2014 (this is a two-module program)

*Location:* Stanford University

*Cost:* $31,000

*Additional Leadership Coaching (Optional):* $3,000

*Contact Number:* 650.723.3341

### Executive Program for Women Leaders

In facing the challenges of managing their careers to maximize professional and personal goals, women often struggle with how to develop their own leadership styles and effectively enhance their power and status within an organization. To reach the highest levels of management, it is essential for women to recognize, understand, and transform common business challenges into career-building opportunities. For more information, [click here](http://www.gsb.stanford.edu/exed/epwl/).

*Program Dates:* May 4- 9, 2014

*Application Deadline:* April 4, 2014

*Location:* StanfordUniversity

*Cost:* $11,000

*Contact Number:* 650.723.3341

### Executive Program in Strategy and Organization

This program enables executives to apply the results of pioneering multidisciplinary research in strategic management and organizational theory to their specific business situations. Participants explore how their own organization's competencies and shortcomings translate into strategic challenges and opportunities and come away with the skills necessary to build appropriate action plans. For more information, [click here](http://www.gsb.stanford.edu/exed/epso/index.html)*.*

*Program Dates:* July 13 - 25, 2013

*Application Deadline:* June 2, 2013 *Location:* Stanford University

*Cost:* $22,500

*Contact Number:* 650.723.3341

### 

### Leading Change and Organizational Renewal

To maintain its competitive edge, your organization must be able to anticipate foreseeable changes and effectively react to those thrust upon it by market forces. Leveraging the latest research in organizational behavior and performance, this program gives you real-world examples of how to overcome barriers to strategic change and teaches you how to promote innovation and change throughout your organization without sacrificing short-term goals. Leading Change and Organizational Renewal emphasizes learning in action and provides tools, time, and structure for participants to apply the learning to their own business situations. Directed by senior faculty from both the Stanford Graduate School of Business and Harvard Business School, this program represents a unique collaboration between leading researchers and practitioners in the area of organizational change and renewal. Structured workgroups provide high-level participant interaction outside the classroom, with participants giving group presentations at the end of the program. For more information, [click here](http://www.gsb.stanford.edu/exed/lcor/index.html).

*Program Dates*: March 16-21, 2014; June 1-6, 2014

*Application Deadline:* October 7, 2013

*Location:* Harvard Business School

*Cost:* $14,000

*Contact Number:* 650.723.3341

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## University of Arizona

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### Leadership for Public Service Professionals

This five-day program will help you to develop your leadership arsenal, establish professional networks with colleagues in the Southwestern region, and rejuvenate your leadership energies. The program consists of a combination of classroom instruction, guest lectures, group discussions, case studies, and self-directed learning. Hands-on experience applying newly learned skills provides reinforcement of learning concepts and develops competencies beyond typical learning. For more information, [click here.](http://executive.eller.arizona.edu/southwestleadership/)

*Dates*: September 15-19, 2014

*Cost*: $2,000

*Location*: Lodge at Ventana Canyon, Tucson, AZ

*Contact Number*: 520.621.3688

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## University of Arkansas

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### Walton Emerging Leaders Program

This program enhances the leadership skills of professionals by focusing on clarity as the essence of leadership. It utilizes an introspective and experiential approach to examine the leadership capacities of individual attendees, increase their ability to develop robust leadership skills and demonstrate greater organizational understanding. Attendees of this nine-day program will learn skills to impact personal and organizational performance and practice those skills within their own organization. For more information, [click here](http://gsb.uark.edu/executive-education/emerging-leaders-program/).

*Dates:* March 5-7, 2014; April 2-4, 2014; May 7-9, 2014

*Location:* University of Arkansas (Fayetteville, AR)

*Cost:* $5,500

*Register:* For registration information, please visit the [website](http://execed.uark.edu/emerging.asp%20).

### Managerial Leadership Series

This series empowers managers with the tools necessary to be a more effective and proficient leader. To accommodate the demanding schedules of today's leaders, participants may choose to attend the entire series or attend only one day. This allows for customization of the learning path to meet an individual's specific professional needs. Contact our center to learn which courses might be best for you or to customize your own learning path. For more information, [click here.](http://gsb.uark.edu/executive-education/managerial-leadership-series/)

*Courses*:For course descriptions, [click here.](http://gsb.uark.edu/executive-education/managerial-leadership-series/)

*Dates*: April 10-11 and 24-25, 2014 in Litle Rock; May 1-2 and 15-16, 2014 in Northwest Arkansas

*Location:* Little Rock and Northwest Arkansas

*Cost:* $2,400 for the entire series  
*Register:* For registration information, [click here.](http://gsb.uark.edu/executive-education/managerial-leadership-series/)

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## University of Buffalo

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### Supervisory Skills Certificate Program

This program focuses on the abilities and skills individuals need to be successful in the workplace. It covers finding, orienting, and retaining the right employee for your organization. Behavioral interviewing, enculturation and employee engagement are also explored. For more information, [click here.](http://mgt.buffalo.edu/executive/noncredit/ss)

*Dates:* February 6-March 7, 2014 *Application Deadline:* One week prior to program start *Costs:* $895.00 USD

*Contact Number:* 716-645-3200

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## University of California Berkeley

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### Certificate Program in Leadership and Management

The program provides practical, skill-based learning to help you become a more effective leader, manager or supervisor. Grounded in the practical aspects of day-to-day management, the curriculum develops knowledge and skills useful to a position of influence, even if you are not in a formal management role. Courses in how to build managerial excellence equip you to better understand the latest principles, strategic concepts, philosophies and advanced applications in management and leadership. The curriculum is overseen by an advisory board of business and education leaders and approved by the University of California, Berkeley, Haas School of Business, ensuring your education is relevant and up-to date. For more information, [click here.](http://extension.berkeley.edu/cert/mgt.html)

*Courses*:For course descriptions, click the above link and then click on individual course titles in the grid under “Courses.”

*Dates*: January 2014, September 2014

*Location:* UC Berkeley Extension (centers in San Francisco, Berkeley, and Belmont).

*Cost:* Each course is priced individually, and you pay the course fee at the time of enrollment. The certificate has an estimated total cost of $5,095 (not including course materials). Course fees are subject to change.

*Apply:* To register for the program, [click here.](https://extension.berkeley.edu/portal/applications/applicationProfile.do?method=loadApplicationIndex&applicationProfileId=98743)

### Executive Program in Innovation

Over five days, distinguished Haas faculty team up with business leaders from prominent Bay Area companies to guide sessions that empower individuals and organizations through state-of-the-art innovation practices. Coursework and discussions challenge you to retool your existing management style into one that nurtures creativity and creates a culture of innovation. In-depth sessions train how to use external influences such as technology, the environment, and regulatory changes as opportunities for innovation and how to efficiently leverage great ideas across an organization. The curriculum is enriched by case studies of prominent brands in media, technology and consumer industries and a live panel of Silicon Valley entrepreneurs. For more information, [click here.](http://executive.berkeley.edu/programs/executive-program-innovation)

*Dates:* June 2-June 6, 2014

*Location:* UC Berkeley Campus

*Fee:* $7,900

### Leadership, Influence and Power in Organizations

Explore how leaders use power and influence to achieve organizational commitment and effectiveness. Discuss topics of organizational culture, appropriate types of power, influence with and without authority, business ethics, and effective goal setting and planning. Research and case studies about the global economy, Silicon Valley innovation and current events provide you with the tools to develop personal leadership skills and styles. For more information, [click here.](http://extension.berkeley.edu/search/publicCourseSearchDetails.do%3Bjsessionid=02197DD64E48DD04ACAAD952DAAF4DF3?method=load&courseId=40408)

*Dates:* TBD

*Location:* San Francisco, CA

*Cost:* $750

*Contact Number:* 510-642-4231

### Moving On Up: Women and Leadership

Learn practical and simple techniques to become an effective leader. Explore Equilibrium Dynamics, a practical approach to emotional competence. Examine strategies to help advance your career, including how to create a communicative and collaborative environment, build teams, capitalize on better retention and improved performance, communicate across ethnic and generational differences and use intuition to build confidence. Through lecture, discussion and interactive exercises, you learn skills, strategies and techniques that help you excel and advance in today’s workplace. For more information, [click here.](http://extension.berkeley.edu/search/publicCourseSearchDetails.do;jsessionid=943172EC489803A999CF2842BA3437CB?method=load&courseId=40338)

*Dates:* TBD

*Location:* Berkeley, CA

*Cost:* $625

*Contact Number:* 510-642-4231

### Optimal Performance on the Job: Achieving Work-Life Integration

In this interactive seminar, you learn to become more productive and increase job satisfaction by accessing the three essential qualities for peak performance. Achieve your goals more rapidly by effectively setting goals and focusing on top priorities. Awaken your higher human brain to play its proper leadership role in setting a clear mission and eliminating the inner conflict, procrastination and self-sabotage that may be halting your progress. For information, [click here.](http://extension.berkeley.edu/search/publicCourseSearchDetails.do%3Bjsessionid=94949BD5A88219D83A1C528EC4297D47?method=load&courseId=40149)

*Dates:* TBD

*Application Deadline:* July 8th

*Location:* Berkeley, CA

*Cost:* $295

*Contact Number:* 510-642-4231

### Optimizing Team Leadership: An Intensive Practice Lab

Teams today include temporary high priority or technical innovation project teams, governing boards for non-profit agencies or professional organizations, broad-based alliances that work on critical social issues, global merger integration or multi-cultural reorganization teams. In this intensive and experiential hands-on workshop, learn unique team leadership development skills that you can plan, practice and immediately begin to apply in order to build and lead your own extraordinary teams --- effectively, efficiently and with warp speedresults. For more information, [click here](http://extension.berkeley.edu/search/publicCourseSearchDetails.do;jsessionid=6FF195AF0FDF8172172CDDAD534F1998?method=load&courseId=40150).

*Dates:* TBD

*Location:* San Francisco, CA

*Cost:* $695

*Contact Number:* 510-642-4231

### Organization and Management

Study high-level leadership strategies, and gain skills in resolving disputes, managing diversity and building productive teams. Using case studies and small group discussions, explore issues such as organizational conflict and power, management development, interpersonal influence, and the advantages and drawbacks of participative management. For more information, [click here.](http://extension.berkeley.edu/search/publicCourseSearchDetails.do?method=load&courseId=40375)

*Dates:* Saturdays, TBD

*Location:* San Francisco, CA

*Cost:* $750

*Contact Number:* 510-642-4231

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## University of California Los Angeles

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### Mergers & Acquisitions

Recent seismic shifts in the business and financial landscape have radically transformed the field of M&A. This program delivers timely, comprehensive, fact-based insights into making successful deals in today’s volatile environment. Take away immediately applicable strategies and hone the skills you need now to shape the future success of your enterprise. For more information, [click here](http://www.anderson.ucla.edu/x26813.xml).

*Dates*: March 18-21, 2014

*Location*: Los Angeles, CA

*Cost*: $6,250

*Contact Number*: (310) 825-2001

### LGBT Leadership Institute

Enhance your credibility and strengthen your position within your organization; create and sustain effective relationships and alliances that advance your career; maximize your personal, professional, and organizational potential through better teamwork and team leadership; think, lead, and manage in ways that celebrate your attributes and perspectives; develop valuable personal and business connections with fellow managers from leading organizations and corporations. For more information, [click here.](http://www.anderson.ucla.edu/x27612.xml)

*Dates*: April 8, June 10-13, July 8, & August 12, 2014

*Location*: Los Angeles, CA

*Cost*: $5,950

*Contact Number*: (310) 825-2001

### African American Leadership Institute

Distilling the wisdom and experience of the nation's top African American corporate leaders and public figures, identify the tools required to prepare today's African American executives for tomorrow's organizational leadership. During a 5-month engagement on the state of African American leadership, you will dig deep into key issues from a personal, interpersonal, and organizational perspective and take away a practical toolkit to increase productivity.For more information, [click here](http://www.anderson.ucla.edu/x27615.xml).

*Dates*: March 25, May20-23, June 24, & July 22, 2014

*Location*: Los Angeles, CA

*Cost*: $5,950

*Contact Number*: (310) 825-2001

### Director Education and Certification

Gain what you need to guide and support your executive leadership team around the crucial issues of strategy, structure and succession. We offer a powerful combination of foundational topics and advanced insight on the timeliest and pressing issues facing boards today, taught by world class faculty and distinguished speakers from the nation’s most prestigious organizations. Whether a seasoned director or new to the responsibility, you will emerge from this experience with greater powers to provide active, informed and independent guidance to your senior leadership team. For more information, [click here.](http://www.anderson.ucla.edu/x27290.xml)

*Dates*: April 29-May 1, 2014 or October 13-15, 2014

*Location*: Los Angeles, CA

*Cost*: $6,250

*Contact Number*: (310) 825-2001

### Executive Program

This program puts you on the leadership map with strategies, skills and acumen that will stretch your thinking and hone your abilities as a leader and a manager capable of achieving sustainable growth in your business. Encompassing all business functions of the global enterprise, a series of highly relevant, hands-on sessions galvanize your problem solving, team building and change management skills. This program combines research-based expertise and real-world experience to deliver frameworks you and your peers can apply immediately and as your responsibilities increase to catalyze positive change. For more information, [click here.](http://www.anderson.ucla.edu/x27288.xml)

Dates: March 1 – June 13, 2014 (Classes held primarily on a weekly basis—for specific dates [click here](http://www.anderson.ucla.edu/x27288.xml))

Location: Los Angeles, CA

*Cost*: $16,995

*Contact Number*: (310) 825-2001

### Women’s Leadership Institute

Your organization's need to find fresh perspectives to drive sustainable growth may have cracked the glass ceiling, but it hasn't shattered it yet. How can you push your candidacy to join the senior executive ranks while remaining authentic to your personal leadership style? This program delivers the strategies and frameworks to place you firmly on your organization’s leadership map. For more information, [click here.](http://www.anderson.ucla.edu/x27611.xml)

*Dates*: August 12, October 7-10, November 4, & December 2, 2014

*Location*: Los Angeles, CA

*Cost*: $5,950

*Contact Number*: (310) 825-2001

### Leadership Institute for Managers with Disabilities

Your entire career, you’ve prided yourself on making a difference—and you’ve done it in the face of misconceptions and stereotyping all along the way. Now you’re entering the executive leadership ranks, the stakes are higher and the obstacles aren’t going away. You’re ready for the kind of breakthrough strategies that will advance your career and enhance your reputation as a broadly capable manager. This program produces powerful leaders, expert at leveraging diverse perspectives and harnessing innovation to drive the future success of their companies. For more information, [click here.](http://www.anderson.ucla.edu/x27613.xml)

*Dates*: August 26, October 21-24, November 18, & December 16, 2014

*Location*: Los Angeles, CA

*Cost*: $5,950

*Contact Number*: (310) 825-2001

### Advanced Program in Human Resource Management

The effective management of human capital will be pivotal to your organization’s ability to survive and thrive, and so will you. Here’s how. This program shows you how to align HR strategies with your organization’s wider business objectives, how to maximize ROI from your shrinking executive development budget, and how to keep today’s hard choices from putting your business in an even harder place. We put your future in your hands, so you can do the same for your people. For more information, [click here.](http://www.anderson.ucla.edu/x27292.xml)

*Dates*: Available as a custom program. To be added on wait list for future dates, [Contact a Client Care Specialist](http://www.anderson.ucla.edu/executive-education/individual-executives/executive-series/contact-us)

*Location*: Los Angeles, CA

*Cost*: $6,250

### Creativity and Innovation in the Organization

The future of your business is being created today. And especially in uncertain times, success is often a matter of innovate or die. Where do the best ideas come from, and how can you be sure to reap their rewards? The answers are here. Creativity and Innovation in the Organization prepares you to foster a creative mindset across your enterprise—and to exploit uncertainty and chaos to unleash powerful ideas that drive results.For more information, [click here.](http://www.anderson.ucla.edu/executive-education/individual-executives/management/creativity-and-innovation)

*Dates*: TBD

*Location*: Los Angeles, CA

*Cost*: $6,495

*Contact Information*: (310) 825-2001

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## University of California San Diego

### Leadership Assessment

This highly effective program assesses and develops leaders by building an organization-specific competency model. This customized learning experience provides both the individual and the organization with critical information about the strength of its leadership and business skills and offers strategies for continued development. For more information, [click here.](http://rady.ucsd.edu/exec/leadership/)

### Custom Programs

Our custom programs deliver graduate-level executive education to your doorstep. We address your specific development needs and provide high-impact training for key managers and executives in today's competitive business environment. Distinguished faculty is drawn from both within and outside the UC family, giving us access to the best practicum available. For more information, [click here.](http://rady.ucsd.edu/exec/custom/)

*Courses & Dates:* <http://rady.ucsd.edu/exec/open/>

*Location:* University of California, San Diego (La Jolla, CA)

*Cost:* Courses range from $295-$3,300 USD

*Apply:* No applications required

*Contact Information:* (858) 822-6004

### Change Management

Successful implementation of change is contingent on helping people embrace a new way of doing things. The traditional tools of communication and persuasion are often insufficient in dealing with emotionally based resistance. After learning the J-Curve model, you’ll be able to use a unique set of tools to immediately speed the implementation of any change. For more information, [click here.](http://rady.ucsd.edu/exec/open/change-management/)

*Date:* April 15, 2014

*Location:* San Diego

*Fees:* $325

*Contact Information:* [radyexecdev@ucsd.edu](mailto:radyexecdev@ucsd.edu) or (858) 822-6004

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## University of Chicago

### 

### The Advanced Strategy: Building and Implementing Growth Strategies

With the unrelenting pace of change and competition today, clear strategic thinking is more important than ever. To survive and prosper in a globalized market, corporate strategists will have to not only formulate the correct strategy, but also implement it effectively. After attending this five-day program, you will gain new insights and tools to lead your corporate strategy successfully. For more information, [click here.](http://booth.chicagoexec.net/programs/asp.aspx)

*Dates:* Februaury 24-28 or October 20-24, 2014

*Location*: Chicago campus

*Cost*: $9,100

### Executive Program in Corporate Strategy

In today's turbulent business world, most companies find themselves in a complex competitive environment in which the formulation and execution of corporate strategy are most critical than ever before. This course presents cutting-edge content including entry, positioning, pricing, new venture, technology, diversification, scope, and vertical integreation decisions and organizational issues associated with effectively developing and implementing strategies. Participants will learn techniques to understand the competitive structure of an industry and a company’s value proposition for competitive advantage. For more information, [click here.](http://booth.chicagoexec.net/programs/epcs.aspx)

*Dates:* June 9 – 13, 2014 or October 6 – 10, 2014

*Location*: Chicago campus

*Cost*: $9,100

### Leading and Implementing Change and Innovation

Today’s business environment requires an unprecedented degree of innovation and agility. Today’s leaders must develop and implement effective business strategies while maintaining drive, morale, motivation, innovation, and vision in their people and in their organizations. Through this program, you will learn strategies for setting and maintaining the direction for renewal, for boosting learning and innovative thinking, for turning resistance into cooperation, and for extracting maximum benefit from new opportunities. For more information, [click here.](http://booth.chicagoexec.net/programs/lici.aspx)

*Dates*: October 13-17, 2014

*Location*: Chicago campus

*Cost*: $9,100

### Strategic Business Leadership: Engagement, Performance and Execution

Agility in execution is critical in today’s challenging and complex business environment. This program will equip executives to effectively lead and be more productive in contemporary organizations. Executives will learn to manage cross-functional, cross-organizational relationships; develop social capital; and create and manage organizational strategic partners. Leadership agility is an essential quality for success. Participants will learn and practice their leadership agility, enhance their ability to read organizations, and hone their skills in strategy execution. For more information, [click here.](http://booth.chicagoexec.net/programs/sbl.aspx)

*Dates*: March 31 – April 4, 2014 or July 21-25, 2014

*Location*: Chicago campus

*Cost*: $9,100

### Executive Development Program: The Transition to General Management

This program prepares successful functional level executives for general management responsibilities. This intensive two-week program is taught by an outstanding group of professors from the University of Chicago Booth School of Business. The program's core faculty members have extensive experience and expertise in global business and teaching executives. For more information, [click here.](http://booth.chicagoexec.net/programs/edp.aspx)

*Dates*: May 12-23, 2014 or September 15-26, 2014

*Location*: Chicago campus

*Cost*: $23,300

### Essentials of Effective Management: The Psychology of Management

The course, grounded in social psychology, will focus on situational cases of behavior, including one’s own. The course will introduce frameworks and principles aimed at more effectively managing oneself and others. Participants will examine topics such as motivation, social perception and interpersonal dynamics, influence and persuasion, group decision-making, organizational culture and commitment, ethics, and leadership. For more information, [click here.](http://booth.chicagoexec.net/programs/eem.aspx)

*Dates*: April 7-11, 2014 or September 8-12, 2014

*Location*: Chicago campus

*Fee*: $9,100

### Chicago Management Institute

**CMI presents highlights of our best programs** in a format that minimizes disruptions to daily life and career— and maximizes opportunities to gain a competitive advantage for your company, and for yourself.  
**The format is convenient:** Classes convene every other Friday and on two Saturdays for a total of 15 class days over six months. The content is compelling: You will learn general management essentials taught by world-renowned faculty from one of the most prestigious and highly acclaimed business schools. For more information, [click here.](http://booth.chicagoexec.net/programs/cmi.aspx)

*Dates*: January 10 – June 27, 2014

*Location*: Chicago campus

*Fee*: $22,400

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## University of Miami

### Lean Six Sigma Green Belt Certification Program

As business becomes increasingly complex, global and competitive, the demand for executives, managers and other professionals who have the skills to eliminate waste, reduce defects, shrink inventory, and make other critical business process improvements has grown dramatically. The University of Miami Lean Six Sigma Green Belt Certification Program is designed to meet this demand. For more information, [click here](http://www.bus.miami.edu/executive-education/open-enrollment/six-sigma/index.html).

*Dates:* August 2014 (classes spread over 16 days)

*Costs:* $4,000

*Contact Number:* 305-284-9154

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## University of Minnesota

### Minnesota Executive Program

This program is a powerful advanced business strategy and leadership program designed for top executives. It's an efficient, successful method for gaining a clear understanding of the economic environment and competencies working with strategic models, as well as the ability to leverage technology, gain market share, and effectively engage and lead people. For more information, [click here.](http://www.csom.umn.edu/executive-education/minnesota-executive-program.html)

*Dates*: TBD

*Location*: University of Minnesota

*Cost*: MEP Modules $18,500; MEP Pre-finance seminar $2,200

*Contact*: 612-624-3821

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## University of North Carolina at Chapel Hill

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### Executive Development Institute

The institute paves the way for managers and directors who are taking the next step toward strategic leadership. Over the course of this two-week executive management program you will gain the business knowledge needed to advance your career. For more information, [click here](http://www.kenan-flagler.unc.edu/execdev/executive-development-institute.aspx).

*Dates:* June 1-13, 2014

***Fees:*** $16,000

*Location*: The Rizzo Conference Center; Chapel Hill, North Carolina

*Contact:* 1-800-UNC-EXEC or [unc\_exec@unc.edu](mailto:unc_exec@unc.edu)

### Business and Human Resources: Leading HR and Your Organization into the Future

This program program equips senior HR leaders with the most up-to-date business knowledge and skills needed to operate in today’s rapidly changing, global business environment. By attending this program, senior HR leaders will add many business competencies to their repertoire of human resource management skills and will learn how to move their organizations forward. For more information, [click here.](http://www.kenan-flagler.unc.edu/executive-development/open-enrollment/programs/business-and-human-resources)

*Dates:* April 21-25, 2014

***Fees:*** $5,750

*Location*: The Rizzo Conference Center; Chapel Hill, North Carolina

*Contact:* 1-800-UNC-EXEC or [unc\_exec@unc.edu](mailto:unc_exec@unc.edu)

### Leadership Effectiveness Workshop

This workshop allows individuals to sharpen the leadership skills needed for both personal and professional growth. Learn more about your own leadership style and how to effectively maximize your strengths as a leader with this three day seminar. For more information, [click here.](http://www.kenan-flagler.unc.edu/executive-development/open-enrollment/programs/leadership-effectiveness-workshop)

*Dates:* May 19-21, 2014

***Fees:*** $3,700

*Location*: The Rizzo Conference Center; Chapel Hill, North Carolina

*Contact:* 1-800-UNC-EXEC or [unc\_exec@unc.edu](mailto:unc_exec@unc.edu)

### Women in Business

Focusing on the differences between leading and managing and how to successfully navigate this transition alongside other professional women, this program evolves your decision-making and negotiating processes and provides practical business skills. For more information, [click here](http://www.kenan-flagler.unc.edu/executive-development/open-enrollment/programs/women-in-business).

*Dates:* June 23-25, 2014

***Fees:*** $3,850

*Location*: The Rizzo Conference Center; Chapel Hill, North Carolina

*Contact:* 1-800-UNC-EXEC or [unc\_exec@unc.edu](mailto:unc_exec@unc.edu)

### Change Management

This program trains senior managers to enhance their organizational management and ensure long-term success by initiating, leading and managing organizational change. It combines Kenan-Flagler’s extensive research with the experiences of executives on effective and ineffective strategies to teach leaders how to make informed decisions on organizational change strategy. For more information, [click here](http://www.kenan-flagler.unc.edu/executive-development/open-enrollment/programs/change-management).

*Dates:* TBD

***Fees:*** $3,700

*Location*: The Rizzo Conference Center; Chapel Hill, North Carolina

*Contact:* 1-800-UNC-EXEC or [unc\_exec@unc.edu](mailto:unc_exec@unc.edu)

### Strategic Innovation for the New Business Environment

In this seminar, leaders examine case studies featuring business innovation at its best and learn how to make strategic business innovation a norm. Leaders also gain an understanding of the various forms of innovation, explore the difference between incremental and radical innovation and engage in effective strategic business planning and innovation implementation. For more information, [click here](http://www.kenan-flagler.unc.edu/executive-development/open-enrollment/programs/strategic-innovation).

*Dates:* TBD

***Fees:*** $3,850

*Location*: The Rizzo Conference Center; Chapel Hill, North Carolina

*Contact:* 1-800-UNC-EXEC or [unc\_exec@unc.edu](mailto:unc_exec@unc.edu)

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## University of Pittsburgh

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### Management Essentials

Grounded in the business fundamentals, Management Essentials is a streamlined approach to learning key business skills. As a non-degree, open-enrollment program, you don't have to apply for admission. This fact doesn't dilute the rigor and depth of the education. You have the option of taking courses [online](http://www.online.pitt.edu/business/business.php) or at our location in Pittsburgh. For more information, [click here.](http://www.business.pitt.edu/cee/essentials/index.php)

*Program Dates:* TBD  
*Cost:* $3,050 USD

*Contact Number:* 412.648.1607

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## University of Richmond

### 

### Leadership Boot Camp I

What does a leader look like? In this dynamic two-day workshop you will have the opportunity to explore all facets of situational leadership and then define, practice, and critique your own leadership skills. You will develop the confidence needed to direct the efforts of others and lead in your organization with strength and vision. Whatever management training you may have had previously, situational leadership will complement it. For more information, [click here](http://robins.richmond.edu/executive-education/leadership-boot-camp.html).

*Date*: April 2-4, 2014, April 30-May 2, 2014

*Fees*: $1595

*Contact*: (804) 289-8019 or [execed@richmond.edu](mailto:execed@richmond.edu)

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## University of South Carolina

### Corporate Sustainability Strategy and Implementation: Lessons from Wal-Mart

This program delivers a wide range of opportunities for sustainability drawing from Moore School research into seven major sustainability initiatives executed by Wal-Mart. Learn how effective sustainability programs can be constructed while avoiding the pitfalls. You will complete the program with a clear vision of what can be achieved through sustainability efforts, and how to make sustainability a successful part of your business. For more information, [click here](http://mooreschool.sc.edu/executiveeducation/executivedevelopment.aspx).

*Program Dates:* TBD *Cost:* $950/participant ($650/ participant for two or more)

*Contact Number:* 803.777.2231 or 800.393.2362

### [Critical Thinking: Insights for Strategic Thinking and Analysis](http://www.moore.sc.edu/execed/publicprograms/leadershipmanagementprograms.aspx)

This program focuses on the integration and coordination of operations, marketing and finance that are essential for business success. Discover how to understand and anticipate market conditions, develop long-range strategies and make multi-year financial projections. For more information, [click here](http://www.moore.sc.edu/executiveeducation/managementprograms.aspx#critical).

*Program Dates:* TBD *Cost:* $1350/participant ($1050/participant for two or more)

*Contact Number:* 803.777.2231 or 800.393.2362

### Speaking with Confidence: Delivering Effective Presentations

This course shows you how to research topics and audiences and helps you identify your own natural speaking style and tailor your message for maximum impact. Plus, discover techniques to overcome common fears associated with public speaking and present with confidence. For more information, [click here](http://moore.sc.edu/executiveeducation/leadershipprograms.aspx#speaking).

*Program Dates:* TBD *Cost:* $1150/participant ($900/participant for two or more)

*Contact Number:* 803 777-4443 or 800.393.2362

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## University of Texas

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### Developing the Project Business Case

This course helps you to build a sound business case for pursuing a potential opportunity in the face of significant risk and uncertainty. The participant will be able to scale a general stage-gate planning template and set up the appropriate governance and assurance process. Along with economic drivers, technical and non-technical risks are considered in the framing process that leads to an Opportunity Roadmap with value drivers and goals linked to corporate strategy. For more information, [click here](http://www.mccombs.utexas.edu/ExecED/Executive-Development-Certificates/Project-Management-Certificate/Developing-Project-Business-Case.aspx).

*Date:* January 22-23, 2014

*Location:* The University of Texas at Austin

*Cost:* $2,560 (Individual Course); $14,400 - [Project Management Certificate](http://www.mccombs.utexas.edu/ExecED/Executive-Development-Certificates/Project-Management-Certificate.aspx) (includes materials, lunches and breaks.)

### Leading Change

In today’s competitive world, you're faced with a very difficult challenge: How to do more with less in an environment where the velocity of change is increasing. The ability of a firm to quickly adapt to changing competitive conditions and to fundamental shifts in labor markets is a very important predictor of success. For more information, [click here](http://www.mccombs.utexas.edu/ExecED/Leading-Change.aspx).

*Dates:* February 19-20, 2014 *Location:* AT&T Executive Education and Conference Center

*Cost:* $2,560 (Individual Course);$14,400- [Institute for Managerial Leadership](http://www.mccombs.utexas.edu/ExecED/Executive-Development-Certificates/Institute-Managerial-Leadership.aspx) Certificate *(includes materials, lunches and breaks.)*

### Strategic Management

This program offers a solid foundation in strategic thinking and strategic analysis as it is practiced. It examines how the various tools and techniques of strategic analysis are commonly employed. The program prepares you to think and analyze strategically and enhances your ability to set strategic objectives. It will transform your thinking toward a broader arena. For more information, [click here.](http://www.mccombs.utexas.edu/ExecED/Strategic-Management.aspx)

*Date:* May 8-9, 2014

*Location:* AT&T Executive Education and Conference Center

*Cost:* $2,560 (Individual Course);$14,400 - [Institute for Managerial Leadership](http://www.mccombs.utexas.edu/ExecED/Executive-Development-Certificates/Institute-Managerial-Leadership.aspx) Certificate *(includes materials, lunches and breaks.)*

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## University of Utah

### 

### Leadership Development Program

This program helps you become more effective by providing a solid foundation in current business theory and practice. After completing the program you will be able to significantly enhance individual and organizational performance, understand the most important managerial concepts for each functional area, control expenses and promote productivity, communicate and work more effectively, improve your abilities to tie functional areas together in order to grow revenue, and create learning networks to promote business opportunities. For more information, [click here](http://execed.business.utah.edu/page/leadership-development-program).

*Courses:* <http://execed.business.utah.edu/page/business-essentials-program-outline-and-formats>

*Dates:* TBD

*Location:* University of Utah (Salt Lake City, Utah)

*Cost:* $975-1,500 depending on module, $5,900 for full program (See courses for pricing)

*Apply:* Register at <http://execed.business.utah.edu/>

*Contact:* Jordan Clayton at (801) 581-5577 or [execjc@business.utah.edu](mailto:execjc@business.utah.edu)

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## University of Virginia

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### Developing Leadership Capability in the Corporate Aviation Function

This program is designed for executives responsible for leading corporate aviation departments. Through the program, managers will improve their leadership skills, learn to better administer change, and examine best practices in creating high-performance service operations. For more information, [click here](http://www.darden.virginia.edu/web/Executive-Education/Partnership-Programs/NBAA-Partnership/Leadership-Corporate-Aviation/).

*Dates:* TBD

*Fee:* $8,550 per person.

*Contact Information:* Phone +1 877.833.3974 Email: [Darden\_Exed@darden.virginia.edu](mailto:Darden_Exed@darden.virginia.edu)

### Growing Great Managers: The Core Essentials

Healthy organizations have a strategy for addressing the learning needs of their management teams. This strategy is a living, visible segment of their overall succession plans, and ultimately helps to build concrete foundations for effective performance and sustainable growth. Ambitious professionals will find the new program, *Growing Great Managers: The Core Essentials*, critical in building the nuclear management skills and providing a solid base for a strong, progressive enterprise. Throughout the program, executives are absorbed in a highly interactive learning experience that helps them learn the core concepts of business and broadens managerial and strategic perspectives. Managers and high-potential talent will enhance their business competencies and sharpen the ability to tackle cross-functional challenges. Participants will return to their businesses with a broad, solid base for continuous personal and organizational growth, and new knowledge, ideas, and approaches to share across their enterprises. For more information, [click here.](http://www.darden.virginia.edu/web/Executive-Education/Open-Enrollment-Program/General-Management/Growing-Great-Managers/)

*Dates:* June22-27, 2014

*Fee:* $6,750 per person.

*Contact Information:* Phone +1 877.833.3974 Email: [Darden\_Exed@darden.virginia.edu](mailto:Darden_Exed@darden.virginia.edu)

### Managing Individual and Organizational Change

Change perspectives include⎯but are not limited to⎯learning, innovation, and reactive and proactive processes. Participants in *Managing Individual and Organizational Change* will initially focus on individuals in managerial roles who are trying to lead, manage, and deal with the change process. The focus then shifts to groups and perspectives around the total organization. Throughout the program, emphasis is placed on the individual as both a manager and a model of change. For more information, [click here.](http://www.darden.virginia.edu/web/executive-education/open-enrollment-program/leadership-and-change/managing-change/)

*Dates:* May 13-16, 2014

*Fee:* $7,750 per person.

*Contact Information:* Phone +1 877.833.3974 Email: [Darden\_Exed@darden.virginia.edu](mailto:Darden_Exed@darden.virginia.edu)

### True Leadership: Leading With Meaning

Get ready to develop your own personal model of leadership. Through a study of cutting-edge ideas from business practice and current research, you gain an understanding of the value of elevating your vision above daily execution, and realize the difference between management and leadership. You can become a “true leader!” If you are prepared to stretch your thinking and shift your actions, you will find valuable insights and experiences in this senior leadership program. The highly effective leader’s tools, such as purpose and shared vision, powerful narratives and effective communication, are subtle. They are necessary if you are to move from leading one’s self and others to cultivating the climate and environment in which others can become leaders. For more information, [click here](http://www.darden.virginia.edu/web/Executive-Education/Open-Enrollment-Program/Leadership-and-Change/True-Leadership/).

*Dates: May* 5-9, 2014

*Fee:* $7,750 per person.

*Contact Information:* Phone +1 877.833.3974 Email: [Darden\_Exed@darden.virginia.edu](mailto:Darden_Exed@darden.virginia.edu)

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## University of Washington

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### Executive Development Program

Created for busy senior managers, executives, and other professionals, this program is a nine-month, part-time certificate program that covers essential business subjects, including finance, accounting, economics, marketing, international business, operations, leadership and strategy. For more information, [click here](http://www.foster.washington.edu/executive/edp).

*Dates*: applications accepted throughout the year; program runs September - May

*Location*: UW campus

*Fee*: $18,500 for the program/$20,500 (for credit track)

### Leadership That Shapes the Future

In this program, you will develop the essential leading, planning, and influencing skills necessary to create and sustain long-term organizational success. During this interactive three-day seminar, you will learn strategies and methods you can use to become a "transformational leader” — one who enables others, especially peers and subordinates, to transcend self-interest and act for the common good of the organization. For more information, [click here.](http://www.foster.washington.edu/executive/seminars/Pages/Leadership.aspx)

*Dates*: April 15-17, 2014

*Location*: UW campus

*Fee*: $3,300

*Contact*: 206-543-8560

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## University of Wisconsin - Madison

### Getting It Right: Decision Making and Change Management

Important decisions require leaders to use the appropriate processes and data tools to reach the best conclusion. This course teaches the decision making criteria to help you frame the problem, define alternatives, and incorporate appropriate data into solutions. After making the right decision, you have to impose change. Getting people to change behaviors may be the toughest and biggest challenge managers, effective and executive leaders, and organizational leaders face today. Learn the six strategies to overcome resistance to change and how and when to use them. For more information, [click here](http://exed.wisc.edu/Courses/Getting-It-Right-Decision-Making-and-Change-Management).

*Program Dates:* March 19-21 & June 4-6, 2014

*Cost:* $1,995

*Contact Number:* 608-441-7357

### Leadership Beyond Management

This program is for managers of managers or high-potential managers who want to benefit emergent leaders and people who others follow, not because of their position on an organization chart but because of their ability to create greater value for the larger organization. For more information, click here.

*Program Dates:* October 28-November 1, 2013

*Cost:* $4,500

*Contact Number:* 608-441-7357

### Leading Organizational Change

In today’s fast-paced business environment, leaders must recognize when organizational change is necessary and understand how to clearly re-cast the mission statement to create a more effective and forward-looking enterprise. Efficient leaders create collaborative change, align individuals and departments with new goals, and create a culture of self-direction and encouragement. For more information, [click here.](http://exed.wisc.edu/Courses/Leading-Organizational-Change)

*Program Dates:* January 22-24, 2014

*Cost:* $1,995

*Contact Number:* 608-441-7357

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## Vanderbilt University **Leading Change**

Change is essential to organizational growth and progress. Yet researchers report that over 60 percent of change projects (such as implementing a new strategic plan or enterprise software) fail to achieve intended results. For more information, [click here](http://www.owen.vanderbilt.edu/programs/executive-development-institute/open-enrollment-programs-for-individuals/program-catalog/course-details.cfm?customel_datapageid_31775=39801).

*Upcoming Dates:* May 5-6 & November 17-18, 2014  
*Location*: Owen Graduate School of Management

*Cost*: $1,980

### **Executive Leadership**

By the end of this highly interactive, three-day program, conducted by one of the nation’s leading business experts on the subject, you’ll be equipped to become a more effective leader and to achieve your professional and organizational goals. For more information, [click here](http://www.owen.vanderbilt.edu/programs/executive-development-institute/open-enrollment-programs-for-individuals/program-catalog/course-details.cfm?customel_datapageid_31775=39516).

*Upcoming Dates:* February 24-26 & October 13-15, 2014

Location: Owen Graduate School of Management

*Cost*: $2,970 (includes tuition, instructional materials, continental breakfast and lunch)

### Leading Project Teams for Strategic Results

This engaging and highly interactive two-day program is designed for experienced project managers who strive to become more effective in conveying vision, coping with complexity and energizing people to achieve important goals. For more information, [click here.](http://www.owen.vanderbilt.edu/vanderbilt/programs/executive-development-institute/open-enrollment-programs-for-individuals/program-catalog/course-details.cfm?customel_datapageid_31775=40754)

*Upcoming Dates:* February 11-12, 2014

*Location*: Vanderbilt Owen Graduate School of Management - Nashville, TN

*Cost*: $1,980

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## Washburn University

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### Lean Six Sigma: Yellow Belt

The *Lean Six Sigma: Yellow Belt* level provides a foundation understanding of LSS and its methodologies with the goal of improved project management skills, problem solving, and more effective cross functional teams. While this level is not intended to make one a LSS expert, it does offer a basic understanding of concepts and tools with familiarization of a few tools for immediate application, even if LSS is not formally being used by the larger organization. With this Yellow Belt foundation of knowledge and skills, participants can progress to more advanced levels of LSS. For more information, [click here.](http://www.washburn.edu/academics/community-continuing-education/academic-outreach/Lean%20Six%20Sigma/Lean%20Six%20Sigma%20Yellow%20Belt.html)

*Dates*: February 3-4 & March 17-18 & May 5-6, 2014

*Location*: Washburn University

*Fee*: $730

### Lean Six Sigma: Green Belt

The Lean Six Sigma: Green Belt course delves into the DMAIC process through in-depth information, analysis, and application of Six Sigma and Lean concepts that can be immediately applied to projects and for leading and managing process improvement teams. The course is designed to certify participants as competent in the fundamentals of the Lean Six Sigma: Green Belt body of knowledge as defined by Washburn University. Prior participation in the Washburn University Lean Six Sigma: Yellow Belt course or prior Lean Six Sigma experience is strongly encouraged. For more information, [click here.](http://www.washburn.edu/academics/community-continuing-education/academic-outreach/Lean%20Six%20Sigma/Lean%20Six%20Sigma%20Green%20Belt.html)

*Dates:* April 8 – May 5, 2014

*Location:* Washburn University  
*Cost:* $3100

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## Washington University in St. Louis

### Creativity Leading to Breakthrough Performance

Innovation is the driver for thriving companies today. There is a strong correlation between creativity, productivity and results. This seminar will provide you with a set of practical skills and techniques to enhance your creativity and engage in hands-on activities for each of the steps. You will learn how to identify common blocks to creativity and specific techniques to overcome each of the blocks. For more information, [click here.](http://www.olin.wustl.edu/executiveeducation/OPP/Pages/UpcomingSeminars.aspx)

*Date*: August 14, 2014

*Location*: St. Louis - Charles F. Knight Executive Education Center

*Cost*: $750

*Contact number*: *(314) 935-9494*

### Critical Thinking

Tired of endless and repeated team meetings where decisions don't get made or are probably poor decisions? Many of these decision challenges arise because individuals and teams get trapped by a variety of biases and poor thinking that ultimately lead to unfortunate decisions. This seminar provides a set of tools to overcome biases and elevate your thinking and decision-making. It provides a novel framework for critical thinking to help you recognize your biases as well as those biases that emerge in groups and teams and offers you a set of processes that, if adopted, help you improve the quality and consistency of your decisions and offer the added bonus of accelerating implementation of the decisions. It also helps you make sure that you are solving the right strategic problems. For more information, [click here](http://www.olin.wustl.edu/executiveeducation/OPP/Pages/UpcomingSeminars.aspx).

*Dates:* February 12 and May 5, 2014 (two day seminar)

*Location*: St. Louis - Charles F. Knight Executive Education Center

*Cost:* $1,500

*Contact Number:* (314) 935-9494

### Leading & Managing Change

In today’s business environment, the ability to lead and manage change is critical to organizational growth and profitability, but research suggests that successful change is often the exception rather than the rule. Successful change requires a leader that understands the change process, how to get the right people on-board and the key elements of change implementation. This program reviews best practices and provides frameworks, models and tools that leaders can immediately apply to change initiatives. For more information, [click here.](http://www.olin.wustl.edu/executiveeducation/OPP/Pages/UpcomingSeminars.aspx)

*Dates:* April 22-23, 2014

*Location*: St. Louis - Charles F. Knight Executive Education Center

*Cost:* $1,500

*Contact Number:* (314) 935-9494

### Leadership Edge: Understanding & Managing Your Impact

In order to optimize leadership impact, leaders must have an in-depth understanding of their leadership capabilities. This includes an awareness of one’s strengths and weaknesses and also how these are expressed in daily leadership interactions and how they impact followers. In this intensive, assessment-driven session, participants will engage in a self-discovery process to uncover key leadership strengths that can be leveraged toward growth and development. For more information, [click here](http://www.olin.wustl.edu/executiveeducation/OPP/Pages/UpcomingSeminars.aspx).

*Dates:* June 4, 2014 *Location*: St. Louis - Charles F. Knight Executive Education Center

*Cost: $750*

*Contact Number: (314) 935-9494*

### Leadership for High Performance Certificate

Gain the critical skills for success in key leadership areas: relationship management, interpersonal skills, collaboration and change leadership. This program prepares you to effectively and confidently lead performance-driven teams. For more information, [click here.](http://www.olin.wustl.edu/EN-US/ExecutiveEducation/certificate-programs/Pages/Leadership.aspx)

*Dates:* February 26-27 & April 22-23, 2014 *Location*: St. Louis - Charles F. Knight Executive Education Center

*Cost:* $6000

*Contact Number:* (314) 935-7583

### Leading Through Influence

Exercising real leadership and leading positive change requires more than just a worthy goal or a good idea. It also requires the skill of informal leadership: the ability to influence people both within and outside your chain of command in order to gain support and overcome resistance. This session helps you understand and develop three key skills of informal leadership: navigating politics, understanding power and exercising influence. For more information, [click here](http://www.olin.wustl.edu/executiveeducation/OPP/Pages/UpcomingSeminars.aspx).

*Dates:* Nov4-5, 2014 (Two day seminars)  *Location*: St. Louis - Charles F. Knight Executive Education Center

*Cost:* $1,500

*Contact Number:* (314) 935-9494

### Women’s Leadership Certificate

Olin designed this certificate in response to an ex­pressed need by corporate executives to identify and develop high potential wom­en. Get the tools you need to strive for high-level corporate leadership positions*.* Confidently accept new challenges amid dynamic organizational and group re­lationships. Research shows that corporations with more women in high levels of leadership can powerfully impact the future success of the company. Sponsor­ing participants in the Women’s Leadership Forum will also help organizations with employee satisfaction, talent acquisition and talent management. *Women’s Leadership Forum* program topics are built around skills identified by female executives as necessary for women who aspire to executive levels of leadership. Successful completion of the program will result in a Certificate in Women’s Leadership Forum issued by Washington University in St. Louis, Olin Business School. For more information, [click here.](http://www.olin.wustl.edu/EN-US/ExecutiveEducation/certificate-programs/Pages/Women%27s-Leadership-Forum.aspx)

*Dates: Six one-day sessions:* November 14, 2013; December 17, 2013; January 30, 2014; February 6, 2014; March 6, 2014; April 24, 2014  
*Location*: St. Louis - Charles F. Knight Executive Education Center

*Application Deadline:* rolling *Cost:* $6000

*Contact Number:* (314) 935-7583

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## Wharton—University of Pennsylvania

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### The Leadership Edge: Strategies for the New Leader

This program will strengthen your leadership capabilities by deepening your knowledge of yourself, your team, and your work environment. You will develop a wider context in which to make decisions, and be better equipped to navigate critical leadership challenges ahead. For more information, [click here.](http://executiveeducation.wharton.upenn.edu/open-enrollment/leadership-development-programs/the-leadership-edge.cfm)

*Program Date:* May 12-15, 2014

*Cost:* $8,500

*Contact Name:* Katrina S. Clark

*Contact Number:* 215-898-1776

*Contact Email –* [execed@wharton.upenn.edu](mailto:execed@wharton.upenn.edu)

### The Leadership Journey: Creating and Developing Your Leadership

This program revitalizes your leadership skills with practical wisdom drawn from the issues great leaders faced during critical moments in history, team exercises, case discussions, computer simulations, physical challenges, Shakespearian drama, and a battlefield visit. You will learn the imperatives of effective leadership and decision-making. For more information, [click here.](http://executiveeducation.wharton.upenn.edu/open-enrollment/leadership-development-programs/creating-developing-leadership.cfm)

*Program Date:* May 11-16 & September 14-19, 2014

*Cost:* $11,000

*Contact Name:* Katrina S. Clark

*Contact Number:* 215-898-1776

*Contact Email –* [execed@wharton.upenn.edu](mailto:execed@wharton.upenn.edu)

### High-Potential Leader: Accelerating Your Impact

This program exposes you to the leading minds in leadership development, strategy, management, and execution. Together with high-potentials from around the globe, you will explore what is at the heart of effective leadership, define your philosophy as a leader and align your role with your key objectives, view strategy from multiple perspectives, learn how to manage uncertainty, and put your leadership into action through execution. The program pushes you to think deeply about change — within yourself and your organization. For more information, [click here.](http://executiveeducation.wharton.upenn.edu/open-enrollment/leadership-development-programs/High-Potential-Leaders.cfm)

*Program Date:* May 5-9 & October 13-17, 2014

*Cost:* $12,500

*Contact Name:* Katrina S. Clark

*Contact Number:* 215-898-1776

*Contact Email –* [*execed@wharton.upenn.edu*](mailto:execed@wharton.upenn.edu)

### Leading Organizational Change

This hands-on course offers valuable insights from research and practice to enrich your leadership of specific change initiatives. The program offers frameworks, models, and perspectives on leading change that you can apply immediately. You'll examine the factors that trip up promising organizational transformations and the strategies that can make them more successful. You'll gain a better grasp of the individual, interpersonal, group, and system design issues involved in making you a more effective change agent in your organization. For more information, [click here.](http://executiveeducation.wharton.upenn.edu/open-enrollment/leadership-development-programs/leading-organizational-change-program.cfm)

*Program Date:* April 28 – May 1, 2014

*Cost:* $8,300

*Contact Name:* Katrina S. Clark

*Contact Number:* 215-898-1776

*Contact Email –* [*execed@wharton.upenn.edu*](mailto:execed@wharton.upenn.edu)

### 

### Innovation for Growth: Strategies and Best Practices

This program offers a multidisciplinary view of successful innovation, from specific tools for immediate application to broader insights that will challenge the way you design innovation processes. With both market and technology perspectives, it will help you focus on innovations that deliver the most value to customers to generate the most value for your firm. For more information, [click here.](http://executiveeducation.wharton.upenn.edu/open-enrollment/strategy-management-programs/innovation-and-growth-strategies.cfm)

*Program Date:* June 16-19, 2014

*Cost:* $8,000

*Contact Name:* Katrina S. Clark

*Contact Number:* 215-898-1776

*Contact Email –* [*execed@wharton.upenn.edu*](mailto:execed@wharton.upenn.edu)

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## Worcester Polytechnic Institute

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### Advanced Program Management Certificate

Today’s programs are larger and more complex than ever and the need for highly skilled program managers is growing exponentially. While hands-on experience is invaluable, it is also essential to learn from seasoned professionals who can help you bring your game to the next level. Enrolling in WPI’s *Advanced Program Management Certificate* can help experienced program managers to become more efficient and proficient at managing challenging projects and programs. Attendees should have completed at least a project management discipline workshop or have reasonable background/experience in program management and managing multiple and/or high value projects. For more information, [click here.](http://cpe.wpi.edu/project.html)

*Dates*: March 3, 10, 17, 24 & 31, 2014

*Location*: Radisson Hotel, Chelmsford, MA

*Costs*: $4,770

*Contact Information:* Phone508.831.5517 or Email at[cpe@wpi.edu](mailto:cpe@wpi.edu)

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### Xavier University

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### Business Writing for Results

This is a highly participative workshop that enables you to write effective emails, letters and reports. Through this hands-on program will learn to write, edit and proofread more quickly, easily and confidently, thus making your day-to-day responsibilities that much easier to accomplish. With detailed, step-by-step instructions on making the most of every communication, participants will learn how to develop a reader-centered approach to writing that both grabs and keeps reader’s attention and influences them into positive action. You will develop small-step practices that help you sustain good writing habits throughout your business career. For more information, [click here](http://xavierleadershipcenter.com/programs/business-writing-for-results/).

*Dates:* April 16, 2014 *Costs:* $595

*Contact Number:* 513-745-3396 or 800-982-2673

*Location:* Xavier University, Cincinnati, Ohio

### Change Leaders Toolkit

Change Leaders Toolkit is a hands-on program, focused completely on specific changes that participants are leading in their organizations. Leaders practice applying tools for facilitating change, so they can immediately use tools from this program to make a difference in their organization, and impact the success of their change initiatives. For more information, [click here](http://xavierleadershipcenter.com/programs/change-leaders-toolkit-2/).

*Dates:* March 25, 2014 *Costs:* $595

*Contact Number:* 513-745-3396 or 800-982-2673

*Location:* Xavier University, Cincinnati, Ohio

### Leadership Foundations Certificate Program

The Leadership Foundation Certificate is a hands-on, multi-layered learning experience.  The overall approach is to provide framework for understanding of who you are as a leader, where you want your team or organization to go, and how you are going to get there. For more information, [click here](http://xavierleadershipcenter.com/programs/leadership-foundations-certificate/).

*Dates:* January 28, February 4, 11, 18, 25, 2014 *Costs:* $4,850   
*Contact Number:* 513-745-3396 or 800-982-2673  
*Location:* Xavier University, Cincinnati, Ohio

### Managing with Different Leadership Styles

In Managing with Different Leadership Styles, you will develop an understanding of the key considerations that determine which leadership approach will be most effective to accomplish your goals.  This engaging program combines facilitated hands-on learning opportunities with supplemental “Action Experience” activities to try after completion of the program.  Specifically, individuals practice assessing situations, choosing and applying styles and debriefing outcomes.  This pragmatic approach allows participants to experiment, build upon past learning, and apply flexible leadership concepts to specific situations and challenges. For more information, [click here](http://xavierleadershipcenter.com/programs/managing-with-different-leadership-styles/).

*Dates:* April 1, 2014 *Costs:* $595

*Contact Number:* 513-745-3396 or 800-982-2673

*Location:* Xavier University, Cincinnati, Ohio

### Strengths-Based Leadership

Strengths Based Leadership includes an in-depth assessment of your leadership strengths, and helps you integrate the results of this assessment with your specific business goals.  There are opportunities to focus and practice how to leverage your individual strengths, through role playing and hands on activities, allowing for learning in a low risk environment. For more information, [click here.](http://xavierleadershipcenter.com/programs/strengths-based-leadership-3/)

*Dates:* April 8, 2014 *Costs:* $595 USD

*Contact Number:* 513-745-3396 or 800-982-2673

*Location:* Xavier University, Cincinnati, Ohio

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# ECQ 2: Leading People

This core qualification involves the ability to lead people toward meeting the organization's vision, mission, and goals. Inherent to this ECQ is the ability to provide an inclusive workplace that fosters the development of others, facilitates cooperation and teamwork, and supports constructive resolution of conflicts.

## 

## Bradley University

### Building Leaders

Participants will complete a battery of [leadership assessments](http://lydia.bradley.edu/edc/public/bl_leadership_assessments.shtml), including 360-degree feedback. [Individual Coaching](http://lydia.bradley.edu/edc/public/bl_individual_coaching.shtml) is offered to each participant and will take place after the program. For more information, [click here](http://lydia.bradley.edu/edc/public/bl.shtml).

*Dates*: April 9-11, 2014

*Location*: Peoria NEXT Innovation Center, Peoria, IL

*Fee*: Early Bird Registration Fee- $1,950 Regular- $2,150

*Contact*: Toll-Free: 888-409-4740 or 309-677-4420

### Maximizing Your Leadership Potential

This program is designed to address the specific leadership challenges of early-career managers and supervisors; it will equip you to achieve lasting, sustainable results through people.  This program immerses participants in four fundamental areas:  self-awareness, learning agility, communication, and influence.  In addition, you will work on two issues that are particularly challenging for most first-time managers:  managing conflict and building relationships. For more information about this program, [click here.](http://www.bradley.edu/edc/public/fol.shtml)

*Dates*: May 14-16, 2014

*Location*: Chicago Summit Executive Centre, Chicago, IL

*Fee*: $4,100

*Contact*: Toll-Free: 888-409-4740 or 309-677-4420

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BRODY Professional Development (BRODY)

### Move from Conflict to Collaboration

**N**ot seeing eye-to-eye is a normal and healthy aspect of organizational life. However, poorly handled conflict can wreak havoc on your team’s productivity and morale. This BRODY coaching program will teach you how to manage disagreements effectively and confidently and how to apply powerful tactics to transform workplace conflicts into resolutions. For more information, [click here.](http://www.brodypro.com/training/move-from-conflict-to-collaboration/)

*Dates*: All Dates TBD by participant

*Location*: TBD

*Deadline*: December 31, 2013

*Cost*: $4,950 plus reasonable trainer travel

*Registration*: Online Registration not available for this course, please see contact # below

*Point of Contact*: Tina

*Phone*: 215-908-4601 or 215-886-1688

*Email*: [tina@brodypro.com](mailto:tina@brodypro.com)

### 

### Coach with Courage, Clarity, and Conviction It may not be easy, but coaching is necessary to make individuals and teams more successful, and, ultimately, get results. Coaching is more than giving feedback and advice. Our definition of “coaching” is …Saying the right thing and asking the right questions to the right people at the right time, in the right manner. Being “courageous” is offering coaching when it isn’t easy or comfortable.

*Dates*: All Dates TBD by participant

*Location*: TBD

*Deadline*: December 31, 2013

*Cost*: $5,000 - $6,000 see below

*Registration*: Online Registration not available for this course, please see contact # below

*Point of Contact*: Tina

*Phone*: 215-908-4601 or 215-886-1688

*Email*: [tina@brodypro.com](mailto:tina@brodypro.com)

**Investment: With Marjorie Brody, Owner (Based on location)**

$5,000 if client meets at the BRODY Professional Development office in Jenkintown, PA – or

$6,000 if sessions are held at the client’s site/agreed upon location; plus reasonable trainer travel

### 

### Building Strong Teams and Team Building

Since every team is unique, BRODY’s team building process is developed around each team’s unique needs. Our facilitators work to gain an in-depth understanding of team dynamics, and customize every coaching program to help the team grow stronger than the sum of its parts. For more information, [click here.](http://www.brodypro.com/training/building-strong-teams/)

*Dates*: All Dates TBD by participant

*Location*: TBD

*Deadline*: December 31, 2013

*Cost*: $4,950 plus reasonable trainer travel

*Registration*: Online Registration not available for this course, please see contact # below

*Point of Contact*: Tina

*Phone*: 215-908-4601 or 215-886-1688

*Email*: [tina@brodypro.com](mailto:tina@brodypro.com)

### Understanding Behavioral Styles

The ability to collaborate with, influence or persuade others depends largely on how well we can see their perspective and adapts our approach accordingly. We must be able to identify the strengths and challenges of differing behavior styles. This BRODY workshop gives participants a unique opportunity to gain insight into their own dominant style, and how they click or clash with other styles. For more information, [click here.](http://www.brodypro.com/training/understanding-behavioral-styles/)

*Dates*: All Dates TBD by participant

*Location*: TBD

*Deadline*: December 31, 2013

*Cost*: $4,950 plus reasonable trainer travel for Senior Training Consultant OR

$5,500 for Marjorie Brody, Certified Coach and Owner

*Registration*: Online Registration not available for this course, please see contact # below

*Point of Contact*: Tina

*Phone*: 215-908-4601 or 215-886-1688

*Email*: [tina@brodypro.com](mailto:tina@brodypro.com)

### 

### Bridging the Generational Gap

Overview: Corporate America is now experiencing the largest diversity in age groupings represented in the workplace than at any other time in U.S. history. With this diversity comes a new leadership challenge — successfully bridging the generation gaps at work. In this coaching session, you’ll deepen your understanding of the differences that divide the generations, and learn how you can leverage them to enhance team and organizational success. For more information, [click here.](http://www.brodypro.com/training/bridging-the-generational-gap/)

*Dates*: All Dates TBD by participant

*Location*: TBD

*Deadline*: December 31, 2013

*Cost*: $4,950 plus reasonable trainer travel

*Registration*: Online Registration not available for this course, please see contact # below

*Point of Contact*: Tina

*Phone*: 215-908-4601 or 215-886-1688

*Email*: [tina@brodypro.com](mailto:tina@brodypro.com)

### Leadership Presence: Inspire Trust, Confidence and Credibility

This highly interactive program will teach you how to harness your own communication style to connect with colleagues, managers, and clients — and project confidence, authority, and authenticity. Begin with the basics of leadership presence and choose the modules that best meet your needs. For more information, [click here.](http://www.brodypro.com/training/leadership-presence/)

*Dates*: All Dates TBD by participant

*Location*: TBD

*Deadline*: December 31, 2013

*Cost*: $4,950 plus reasonable trainer travel

*Registration*: Online Registration not available for this course, please see contact # below

*Point of Contact*: Tina

*Phone*: 215-908-4601 or 215-886-1688

*Email*: [tina@brodypro.com](mailto:tina@brodypro.com)

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## Brookings Institution

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### Creating High-Performance Teams

Teams are essential to solving today’s complex, high-profile problems and piloting new initiatives and innovations. Government executives and managers must be able to delegate authority and responsibility within the team in a way that develops good collaborative skills and new leaders among the team members. They need to integrate the work of a wide variety of teams into organizational outcomes and future planning. In this course, you will learn the basic steps needed to build effective teams and sustain high performance over time. In addition, the program will help you frame your team’s goals, empower members and facilitate internal group dynamics to optimize team performance. The course objective is to help you leverage organizational capacity by creating high-performance teams. For more information on this program, [click here](http://www.brookings.edu/about/execed/programs/highperfteams).

*Dates:*  May 1 3-14, 2014

*Location:* Brookings Institution (Washington DC)

*Cost:* $1,895

*Contact Number*: (800) 925-5730

### Global Leadership: Leveraging Differences

The 21st century has created an entirely new context in which to lead. A globalized and mobile society, an unprecedented pace of change, and complex and seemingly intractable problems present new challenges and opportunities for today’s executive. Increasingly, public leaders are called upon to be “globally competent,” understand many cultures, and leverage this knowledge to create the vital organizations necessary for solving 21st-century problems. For more information on this program, [click here](http://www.brookings.edu/about/execed/programs/globalleadership).

*Dates:*  May 20-21, 2014

*Location:* Brookings Institution (Washington DC)

*Cost:* $1,895

*Contact Number*: (800) 925-5730

### Leaders Growing Leaders: Developing Others

This engaging three-day workshop takes a deep dive into best practices for developing others. It will help you develop your own coaching skills so you can be a catalyst who equips employees with the ability to perform at higher levels. The course also teaches you about the unique attributes of each generational cohort in the workplace and ways to connect with each of them. For more information, [click here.](http://www.brookings.edu/about/execed/programs/leaderascoach)

*Dates:*  TBA

*Location:* Brookings Institution (Washington DC)

*Cost:* $2,695

*Contact Number*: (800) 925-5730

Managing the Federal Employee: Discipline and Performance Process   
In this lively program, you will learn practical tools to expertly manage discipline and performance issues among your employees. Employee satisfaction surveys consistently report more than 25% of the workforce is underperforming, making it vital for managers to successfully resolve performance issues. Learn the basics of federal personnel employment law that relate to performance. Develop a new ability to handle your most difficult employment issues, boost morale in the workplace, improve productivity, and avoid damaging lawsuits. For more information, [click here.](http://www.brookings.edu/about/execed/programs/mfei/2014june10)

*Dates:*  June 10-11, 2014  
*Location:* Brookings Institution (Washington DC)  
*Cost:* $1,300  
*Point of Contact:* Alexis-Clair Roehrich *Phone:* 202.797.2484 *Email:* [aroehrich@brookings.edu](mailto:aroehrich@brookings.edu)

Motivating People in Austere TimesHow do you keep your workforce motivated in times of budget cuts, furloughs, and layoffs? How do you achieve your organization’s objectives when the workforce is confronted with the prospects of limited promotion opportunities and continued pay freezes? How do you help people cope with the stress of an increased workload with fewer resources? For more information, [click here.](http://www.brookings.edu/about/execed/programs/motivation/2014apr22)

*Dates:*  April 22-23, 2014  
*Location:* Brookings Institution (Washington DC)  
*Cost:* $1,895  
*Point of Contact:* Alexis-Clair Roehrich *Phone:* 202.797.2484 *Email:* [aroehrich@brookings.edu](mailto:aroehrich@brookings.edu)

### 

### Public Leadership 21C

Leading public organizations has never been more challenging. Faced with shrinking budgets, an aging workforce, and rapid change, public managers must build and hone a wide array of leadership skills to deliver on the promise of American life. For more information on this program, [click here](http://www.brookings.edu/about/execed/programs/publicleadership)

*Dates:* September 8-13, 2013

*Location:* Brookings Institution (Washington DC)

*Cost:* $4,950

*Contact Number*: (800) 925-5730

### Strategies for Conflict Resolution

Conflict is inevitable in the workplace. The effective management and resolution of these conflicts can be the impetus for constructive change but often require communication skills that many professionals have not developed. This course will consider the skills participants need to handle the difficult conversations that are necessary for resolving disputes. For more information on this program, [click here](http://www.brookings.edu/about/execed/programs/conflictres).

*Dates:* June 11-12, 2014

*Location:* Brookings Institution (Washington DC)

*Cost:* $1,895

*Contact Number*: (800) 925-5730

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## 

## Carnegie Mellon University

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### Leadership as a Daily Challenge

*Leadership as a Daily Challenge: An Integrated Approach* strengthens the abilities and confidence of mid- to upper-level managers. After the six-day program, participants understand what it takes to be an inspired and effective leader to successfully lead their teams in a dynamic world. Graduates understand the critical success factors for today's business environment, can effectively align and motivate people, and know how to manage confidently in an atmosphere of change. For more information, [**click here.**](http://www.tepper.cmu.edu/executive-education/open-enrollment-programs/Leadership-as-a-Daily-Challenge/index.aspx)

*Dates:* October 6-10, 2014

*Location:* Carnegie Bosch Institute, Pittsburgh, PA

*Cost:* $6,700

*Contact Number*: 412-268-7812

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## Center for Creative Leadership

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### Maximizing Your Leadership Potential

If you're managing other people for the first time, you know that the shift from successful individual contributor to effective manager can be tricky. As a first-time manager or supervisor, your perspective expands, your responsibilities increase, and your ability to achieve goals requires a whole new level of people skills. To be an effective leader, you need a solid grip on your own leadership style, strengths and weaknesses — as well as an array of tactics for getting the best performance out of others. Maximizing Your Leadership Potential addresses your specific leadership challenges and prepares you to achieve results by leading others. For more information, [click here](http://www.ccl.org/Leadership/programs/mlpoverview.aspx).

*Locations:* Greensboro, NC; San Diego, CA; St. Petersburg, FL; Bradley University, Chicago, IL; College Park, MD

*Dates:* For dates, [click here.](http://solutions.ccl.org/Maximizing_Your_Leadership_Potential)

*Cost:* $4,100

*To register:* ONLINE- The secure, online registration process allows you to select your desired program date and location, provide your contact and payment information, and submit your form directly through our [website](http://solutions.ccl.org/Maximizing_Your_Leadership_Potential).

*Contact Number:* 1-336-545-2810

### Leadership Development Program

The Leadership Development Program is designed to address the leadership tensions inherent in leading in the middle zone. LDP builds the skills and confidence you need to build commitment and translate strategy into effective action. LDP is for experienced managers who work in the "middle zone" of the organization. These managers are responsible for leading other managers and/or senior professional staff. They are operational, group or department managers who have several management-level direct reports and work with multiple peers, often across functions. For more information, [click here.](http://www.ccl.org/leadership/programs/LDPOverview.aspx?pageId=820)

*Locations*: Greensboro, NC, Colorado Springs, CO, San Diego, CA,

*Dates:* For dates,[click here.](http://solutions.ccl.org/Leadership_Development_Program_(LDP))

*Cost*: $6,900

*To register:* ONLINE- Our secure, online registration process allows you to select your desired program date and location, provide your contact and payment information, and submit your form through our [website](http://solutions.ccl.org/Leadership_Development_Program_(LDP)).

*Contact Number:* 1-336-545-2810

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Colorado State University  
Fundamentals of Management  
Managerial process of planning, directing, and controlling inputs of an organization. Analysis, decision making, and survey of research literature. For more information, [click here.](http://biz.colostate.edu/management/Pages/courses.aspx)  
  
*Program Dates:*  Spring, summer, or fall semester

*Location:* Online

*Cost:* **$**1,137

*Contact Number:* (970) 491-5323  
  
Columbia University

### High Impact Leadership

This program provides a profound understanding of how you are perceived as a leader in the context of your organization. Through a dynamic mix of lectures, discussions, 360-degree feedback, one-on-one coaching, and self-assessment tools, you learn concrete ways to improve your leadership abilities.

At the conclusion of this six-day program, you have an action plan for managing yourself and leading others to improved performance, and are more effective at communicating direction and inspiration that aligns people and objectives. For more information, [click here](http://www8.gsb.columbia.edu/execed/program-pages/details/4/HIL).

*Program Dates:*  September 14-19, 2014; December 7-12, 2014

*Application Deadline:* Rolling Admission depending on space; all pre-program assignments are due 1 month before the start date of the program

*Location:* IBM Palisades Conference Center – Palisades, NY (residential)

*Cost:* **$**10,750 USD

*Contact Number:* 212.854.0616

### Columbia Senior Executive Program

The Columbia Senior Executive Program (CSEP) is designed to provide them the knowledge and tools that will help them to lead from this higher level and make sense of complex environments. Over the course of four weeks, CSEP provides in-depth sessions covering leadership and strategy, functional excellence, and global business issues. At the end of the program, participants emerge stronger and more focused leaders, better able to develop and communicate their vision and implement change. For more information, [**click here**](http://www8.gsb.columbia.edu/execed/program-pages/details/25/CSEP?sourceid=finder).

*Dates*: Four consecutive weeks: April 27 - May 23, 2014; October 19 – November 14, 2014.

2x2 Options: April 27–July 18, 2014. This session consists of two modules (April 27 – May 9 and July 6– 18, 2014) with program work between modules.

*Location*: [Dolce Norwalk](http://www.dolce-norwalk-hotel.com/), Connecticut and New York City.

*Tuition*: Four consecutive weeks: $49,500; 2x2 Option $53,500

General Management Leadership ProgramThe General Management Leadership Program shortens the learning curve by developing the skills needed to achieve excellence as a cross-functional executive. During the program, you discuss the role of the General Manager with peers from across the world in various industries such as finance, manufacturing, and information technology. You learn how to maximize people and resources, develop a broader understanding of integration across functions, and make accurate projections to enhance your organization's effectiveness and profitability. For more information, [click here](http://www8.gsb.columbia.edu/execed/program-pages/details/58/GMLP?sourceid=finder).

*Dates*: October 19-31, 2014

*Location*: Dolce Norwalk, CT (1 hour North of New York City)

*Tuition*: $26,850

### Columbia Essentials of Management

Columbia Essentials of Management is designed to meet those needs. In only two weeks, this comprehensive program allows participants to build critical business foundations in strategy, marketing, and finance—all while developing leadership skills. Interactive sessions and small-group work stretch your abilities and test your assumptions. Case discussions, simulations, workshop activities, and exercises provide the opportunity to apply your learning to actual business challenges. For more information**,** [click here](http://www8.gsb.columbia.edu/execed/program-pages/details/22/CEM?sourceid=finder).

*Program Dates*: June 8-20, 2014; November 2 – 14, 2014 *Application Deadline:* Rolling Admission depending on space  
*Location:* IBM Palisades Conference Center – Palisades, NY

*Cost:* $24,850.00 USD

*Contact Number:* 212.854.0616

### Columbia Management Institute

The Columbia Management Institute program is convenient option for executives to master fundamental management concepts. It is a comprehensive program focusing on essential business concepts in management, leadership, strategy, finance, and marketing. The program is designed to be accessible for executives and entrepreneurs seeking an intense yet convenient learning experience by offering a 13-day program consisting of Friday and Friday and Saturday sessions over five months. This schedule not only allows executives living within commuting distance to New York City to continue working, but also provides them with tools they can implement immediately and realize the benefits in real time, adjusting and customizing their experience at Executive Education as needed along the way. For more information, [click here.](http://www8.gsb.columbia.edu/execed/program-pages/details/76/CMI)

*Dates*: January 24 – May 17, 2014 *(Program held in nine modules*: January 24 – 25; February 7, 21;

March 7 – 8, 22; April 4 – 5, 25; May 2, 16 – 17)

*Location*: [Columbia University Campus](http://www.columbia.edu/), New York City

*Tuition*: $23,000

### Emerging Leader Development Program

Specially developed for midlevel executives who are about to take on larger managerial responsibilities and need to expand their leadership capabilities. This program is a journey of self-reflection, practical applications, and change. Across five days (six days for the residential session), ELDP will provide participants a wide range of learning opportunities. First, a 360-degree feedback tool, along with 1 on 1 consultation on results, allows participants take a greater look at the strengths and weaknesses in their leadership. For more information, [click here.](http://www8.gsb.columbia.edu/execed/program-pages/details/8/ELDP?sourceid=finder)

*Dates:* April 7-11, 2014; October 5 – 10, 2014

*Application Deadline:* None

*Location:* Columbia University, NY; Dolce Conference Center: Norwalk, CT.

*Cost:* $9,400.00 (Spring 2014 – non-residential); $9,850.00 (Fall 2014 – residential)

*Contact Number*: 212.854.0616

### Personal Leadership and Success

This program takes the view that to succeed professionally one needs to develop another dimension of leadership consisting of the ability to understand and direct one's internal environment–goals, motivations, mindsets, and emotions. This three-day program offers a distinctive approach that integrates recent findings in psychology, neuroscience, and cognitive behavior therapy with explorations of the inner lives of great achievers such as Mahatma Gandhi, Abraham Lincoln, and Nelson Mandela. For more information, [click here](http://www8.gsb.columbia.edu/execed/program-pages/details/49/PLS?sourceid=finder).

*Dates:* July 22-24, 2014; December 3-5, 2014

*Application:* Rolling Admission depending on space; pre-program assignments are due 2 weeks before the program start date

*Location:* Columbia University, NY campus

*Cost:* $5,850.00

*Contact Number:* 212.854.0616

### Leadership Essentials

The course is designed to help participants maximize their leadership potential in a minimum amount of time. During the program participants improve their abilities in such areas as team leadership, emotional intelligence, conflict management, and managing change—issues that organizations are facing more often in today's rapidly changing world. Over two days, LE focuses on several of the skills that great leaders possess. Participants will leave with insights into being better decision makers, negotiators, and agents of organizational change. For more information, [click here](http://www8.gsb.columbia.edu/execed/program-pages/details/45/LE?sourceid=finder).

*Dates:* April 2-3, 2014; July 16-17, 2014; November 12-13, 2014

*Application:* None

*Location:* Columbia University, NY

*Cost:* $3,250.00

Contact Number: 212.854.0616

### Senior Leaders Program for Nonprofit Professionals

The Senior Leaders Program is a unique and transformative experience, designed to help nonprofit leaders successfully develop their organizations' directions, policies, and programs. It is a highly interactive 20-day program (four non-consecutive weeks, each with specific objectives) for senior executives that explores the foundations of management, helping participants to sharpen their skills in strategic management, finance, fund development, marketing, and organizational behavior. The program provides participants the opportunity to step back, see the big picture, and develop an actionable plan. Through intensive exercises, faculty interaction, and collaboration with diverse peers, participants learn to integrate theory and practice, giving them tools that are immediately applicable at their organizations. For more information, [**click here**](http://www8.gsb.columbia.edu/execed/program-pages/details/74/SLP?sourceid=finder)

*Dates*: Four Modules: January 12–17, 2014; February 10–14, 2014; March 17–21, 2014; April 7-11, 2014

*Location*: [Columbia University Campus](http://www.columbia.edu/), New York City

*Tuition*: $9,500, tuition assistance may be available. Include materials and some meals.

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## DePaul University

### Effective Presentation and Communication Skills Certificate

The [Kellstadt Marketing Center's](http://www.learning.depaul.edu/standard/content_areas/continuity_application/heading.asp?heading_id=368) Effective Presentation and Communication Skills Certificate Program is designed to help you become a better, more effective presenter. Taught by [Dr. Joel Whalen](http://www.learning.depaul.edu/?ca=1&ci=40), a nationally acclaimed communications author, the program will help you learn how to make clear, concise presentations to audiences from 1 to 1,000. As one of the most outstanding presentation coaches available, Dr. Whalen will teach you how to manage speech anxiety, speak up in difficult situations, work effectively in teams, advance relationships, and build message packaging and delivery skills. For more information, [click here.](http://www.learning.depaul.edu/standard/content_areas/continuity_application/courselisting.asp?master_id=173&course_area=KMC&course_number=216&course_subtitle=00)

*Dates:* Thursdays, February 26-March 19, 2014 or Wednesdays May 21 - June 11, 2014

*Location:* Chicago Loop campus

*Cost:* $765 ($75 late fee applied to registrations after 2/19/14 and 5/14/14)

*Contact: E-mail:* [jmurray9@depaul.edu](mailto:jmurray9@depaul.edu) *Telephone*: (312) 362-5913

### Strategic Management

The Strategic Management Certificate Program gives you an understanding of the discipline of strategic management as a whole and breaks down the required phases and steps for planning, implementation and evaluation of strategy as a management process. The 10-week program immerses you in the industry's most widely respected and universally applied practices in strategic management. Aligned with the Association for Strategic Planning (ASP) "Lead -Think-Plan-Act" Body of Knowledge, you will gain valuable experience and establish a pathway to [ASP Certification](http://www.eventling.com/index.php?file=certificate&companyId=7) as a [Strategic Planning Professional (SPP)](http://www.strategyplus.org/asp-certification/spp-certification.html), [Strategic Management Professional (SMP)](http://www.strategyplus.org/asp-certification/smp-certification.html) or association designation as a [Strategic Planning Associate (SPA)](http://www.strategyplus.org/asp-certification/sp-associate.html). For more information, [click here.](http://www.learning.depaul.edu/standard/content_areas/continuity_application/courselisting.asp?master_id=978&master_version=1&course_area=MDC&course_number=141&course_subtitle=00)

*Dates:* Wednesdays, February 5 - April 9, 2014, 4:00 - 5:30 PM

*Location: Online*

*Cost:* $1,695($75 late fee applied to registrations received after 1/29/14)

*Contact: E-mail*: [emcdonag@depaul.edu](mailto:emcdonag@depaul.edu); *Telephone*: (312) 362-5295

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## Emory University

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### Talent Strategies and Management

*Talent Strategies and Management* enables participants to strategically plan, manage, and grow their leadership pipeline in three areas: talent identification, development, and retention.After completing *Talent Strategies and Management*, you will have the ability to understand your role and the role of the organization in implementing effective talent management practices, recognize which talent management practices are appropriate or best suited for your department and/or organizational context, and determine how they should be executed, and execute talent management activities with your peers, direct reports, and others within your organization. For more information, [click here.](http://goizueta.emory.edu/executiveprograms/open_enrollment_programs/Negotiations.html)

*Dates*: April 15-16, 2014

*Cost*: $1,995

*Phone*: 404.727.2200  
*Contact Information*: [ExecutiveEducation@emory.edu](mailto:ExecutiveEducation@emory.edu)

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## George Mason University

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### Leadership: Inventing the Future

Stimulating people to act and giving them the power to do so is one of the most important differences between companies that stagnate and those that develop and sustain a competitive edge. This program is designed for individuals at all levels from top executives to emerging leaders, Leadership: Inventing the Future is a three-day program that expands leadership capacity, improving corporate performance and positioning organizations to thrive. For more information, [click here.](http://som.gmu.edu/executiveeducation/upcoming/leadership-inventing-future/)

*Date:* May 13-16, 2014

*Location:* Mason Inn Conference Center and Hotel (Fairfax, VA)

*Fees:* $3,340 (meals only); $3,920 (with meals and lodging). 20% discount for 4 or more.

*Contact:* 703-993-9801 or [execprog@gmu.edu](mailto:execprog@gmu.edu)

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## George Washington University

### Becoming Conflict Competent Certification Program

Conflict is an inevitable part of organizational life. Depending on how people manage it, conflict can either be a resource for creative problem solving or a drag on productivity and morale. If conflict is causing problems in quality of service or retention of good employees you’re experiencing the wrong kind of conflict. If people are afraid to voice important differences and rigorously debate issues, you are missing out on the opportunities inherent in conflicts. To “become conflict competent” incorporates the renowned [Conflicts Dynamics Profile® (CDP) instrument](http://www.conflictdynamics.org/cdp/) and the elegant communications processes developed by Dr. Sherod Miller with principles from the conflict competence books of Craig Runde and Tim Flanagan. For more information, [click here.](http://business.gwu.edu/eep/openenrollmentprograms/becoming-conflict-competent.cfm)

*Dates:*TBD

*Location:* GWU School of Business, Duquès Hall, 2201 G St., NW, Washington, DC 20052

*Cost:* $1,395 for those who have CDP certification; $1,695 for those who do not have CDP certification

*Contact Number*: 202-994-6380  
  
Essentials of Leadership Communication

Representing yourself and your organization to the media and other external audiences is an essential leadership skill. Yet even the most seasoned professionals and executives can be intimidated when it comes to speaking in public. Through hands-on experience, you will develop the self-confidence to overcome your anxiety and become a more effective communicator, leader and agency advocate. In this workshop, you will explore the nature of media relations, practice public speaking in a safe environment and leave with materials and tactics that will enable them to refine this important skill. For more information, [click here.](http://cepl.cps.gwu.edu/essentials-leadership-communication-formerly-step-mic)

***Date:* TBD**  
*Location:* George Washington University Alexandria Graduate Education Center

*Program Tuition:* $1850

*Contact Number:* 202-994-5390

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## The Graduate School (DC)

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### [Leading People](http://www.grad.usda.gov/../../../course_details.php?cid=EXEC9912L)

Develop insight into critical leadership behaviors and how to adapt them to the needs of your organization through this highly interactive seminar. Explore the Executive Core Qualification (ECQ) Leading People and the fundamental leadership competencies. Examine trust and integrity as the foundations for leadership while learning to maximize performance. Explore the dynamics of team leadership and how to create a "Culture of Greatness," through coaching and empowerment. For more information, [click here.](http://www.graduateschool.edu/course_details.php?cid=EXEC9912L)

*Dates*: February 26 - 28, 2014; May 28 - 30, 2014; July 28 - 30, 2014

*Location*: Washington, DC (USDA)

*Tuition*: $1,595

*Contact Number*: 202-314-3300 or toll free (888) 744-GRAD (888-744-4723)

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## Harvard University

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### Leadership for the 21st Century: Chaos, Conflict and Courage

Leadership for the 21st Century: Chaos, Conflict and Courage is a provocative program that introduces a set of conceptual frameworks and a unique teaching method designed to challenge your fundamental assumptions about how you can courageously and effectively exercise leadership and authority during difficult times. The five-day program requires participants to be actively engaged on several levels - in the classroom, in small groups, and in individual reflection. You will discuss issues like creating and claiming value, understanding the relationship between leadership and authority, exercising influence, and managing the individual and institutional dynamics of change. We will explore a wide range of leadership strategies and practice new ways of exercising leadership, whether in a position of authority or just one member of a group. We will confront the dangers and risks associated with exercising leadership – the chaos and conflict – and explore how. For more information, [click here.](http://ksgexecprogram.harvard.edu/Programs/l21/overview.aspx)

*Dates:* February 2-7, 2014;September 7-12, 2014

*Application Deadline(s):* December 2, 2013; July 7, 2014

*Cost:*$6,900 (includes tuition, housing, curricular materials and most meals)

*Contact Number*: 617-496-0484

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## Michigan State University

### Managing Project Teams

Through instructional methods such as role-playing, teach-backs and other participant-centered exercises, you will gain a practical understanding of Project Management Institute’s (PMI) “Human Resource Management” and “Communications Management” knowledge areas of the Project Management Body of Knowledge (PMBOK® Guide, 2000). For more information, [click here.](https://edp.broad.msu.edu/events/69)

*Dates:* TBD

*Location:*The James B. Henry Center for Executive Development, Lansing, Michigan

*Cost:* $1495.00 – full tuition

*Contact: Phone:* 517-353-8711 *Email:* vescolan@msu.edu

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## MIT Open Courseware

Advanced Managerial CommunicationThis course builds on managerial communication skills developed in (15.279) Management Communication for Undergraduates or (15.280) Communication for Managers. It introduces interactive oral and interpersonal communication skills important to managers, including presenting to a hostile audience, running meetings, listening, and contributing to group decision-making. Working in teams, students present a communication topic of their choosing to the class. An individual project challenges students to address a business audience in written and oral forms. For more information, [click here.](http://ocw.mit.edu/courses/sloan-school-of-management/15-281-advanced-managerial-communication-spring-2009/)

*Dates:* Self-paced

*Location:* Online

*Cost:* Free

## MIT Sloan Business School **Managing Technical Professionals and Organizations**

Technical professionals' goals and incentives are often different from those of other employees, and so are the management challenges that arise. Drawing on the wealth of research and industry experience of faculty and leading practitioners, this program will explore proven, practical, and innovative strategies for maximizing the contribution of technical professionals. This intensive program will focus on individual contributors and members of project teams, including cross-functional teams, and examines how to work effectively with prima donnas and independent spirits. For more information, [click here.](http://executive.mit.edu/openenrollment/program/managing_technical_professionals_and_organizations/24)

*Dates:* Mar 20-21, 2014; Jul 08-09, 2014; Nov 04-05, 2014

*Location:* Cambridge, Massachusetts

*Cost*: $2,900 (excluding accommodations)

*Contact Information: Phone* 617-253-7166 *Email* [sloanexeced@mit.edu](mailto:sloanexeced@mit.edu)

### Intelligent Organizations: Collaborations and the Future of Work

This intensive new program is designed to help managers understand how to create competitive advantage by harnessing new organizational approaches made possible by the latest wide-ranging communications technologies. It will illustrate how people and computers can be connected in new, creative ways so that—collectively—they act more intelligently than any person, group, or computer has ever done before. For more information, [click here.](http://executive.mit.edu/openenrollment/program/intelligent_organizations_collaboration_and_the_future_of_work/18)

***Dates:*** Apr 03-04, 2014; Jun 26-27, 2014; Oct 21-22, 2014

***Location:*** Cambridge, Massachusetts

***Tuition:*** $2,900 (excluding accommodations)

*E-mail:*[sloanexeced@mit.edu](mailto:sloanexeced@mit.edu)

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## New York University

### Great Leadership: Developing Practical Leadership Skills

This program is based on the premise that leadership is not a genetic inheritance. It’s a skill to acquire and master. A journey to commence and complete. This program will provide you a framework for that skill and a template for that journey. For more information, [**click here.**](http://www.stern.nyu.edu/executive-education-short-courses/search/program/147/Great-Leadership:-Developing-Practical-Leadership-Skills)

*Dates****:***March 17-18, 2014

*Location****:*** NYU Campus, Greenwich Village  *Tuition****:***$3,400 (Accommodations not included)

*Contact Number****:***(212) 998 - 0789

### Leadership Training For High Potentials

Leadership is about change: being able to make things happen with, and through, other people.  Yet the world within which leaders operate is complex, dynamic, and unpredictable.  To be effective as a leader, one needs to understand that world (i.e., how things work within one’s organization and one’s industry) but also willing and able to challenge the status quo.  One needs to be able to articulate a compelling vision, but also to get that vision implemented.  One needs to be highly competent as an individual contributor, yet also highly effective in motivating and inspiring others.  In addition, leaders need to find the right balance between traditional top-down approaches to leading and collaborative/distributed approaches, and to work within a context that is less and less about control and formal authority and more and more about trust and informal influence. For more information, [click here.](http://www.stern.nyu.edu/executive-education-short-courses/search/program/144/Leadership-Training-For-High-Potentials)

*Dates****:***May 20 - 21, 2014

*Location****:***NYU Campus, Greenwich Village  *Tuition****:*** $3,400 (Accommodation Not Included)

*Contact Number****:***(212) 998 – 0789

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## Northwestern University

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### Developing High Performing People

This program will teach participants to effectively communicate expectations, visions and values to various stakeholders. Participants will also learn how to develop and bring to life a focused people strategy, to understand emotional intelligence and the role it plays in having difficult yet effective conversations and to prepare the organization for a leadership transition. For more information, [click here.](http://www.kellogg.northwestern.edu/research/nonprofit/execed/programs/3_5_12.aspx)

*Dates:* March 10-11, 2014

*Location:* 340 East Superior St., Wieboldt Hall, Chicago

*Costs:* $950.00

*Contact Number*: 847.467.0866

### Energizing People for Performance

As a participant in this program, you will learn to energize your team and maximize bottom-line results by implementing valuable people-related strategies in your organization. Whether you are the leader of a small team within a large organization or the head of a business unit responsible for hundreds of people, motivating and developing those who work for you involves more than good leadership skills. It requires effective people-focused processes and motivational tools designed to unleash the potential in others so they can achieve and sustain high levels of performance. For more information, [click here.](http://www.kellogg.northwestern.edu/execed/Programs/PEOPLE.aspx)

*Dates:* April 13-16, 2014; September 21-24, 2014

*Location:* Chicago, IL

*Costs:* $6,300

*Contact Number:* 847-467-7000

### Leading High-Impact Teams

As a participant in the Leading High-Impact Teams program, you will delve into the latest approaches to the art and science of teamwork. This highly collaborative and forward-thinking program focuses on internal and external team dynamics - with an emphasis on how to optimize your performance as both a team player and a team leader. For more information about this program, [click here.](http://www.kellogg.northwestern.edu/execed/Programs/TEAM.aspx)

*Dates:* April 7-10, 2014; September 15-18, 2014

*Location:* Chicago, IL

*Costs:* $7,300

*Contact Number:* 847-467-7000

### Reinventing Leadership: A Breakthrough Approach

As a participant in this program, you will learn to maximize your leadership performance by using a unique approach that looks beyond two-dimensional maps to a more holistic view of leadership for increasing productivity. Through an enhanced understanding of the motivations and attitudes that drive you, you will be inspired to become more purposeful and effective as a leader by recognizing what fundamentally drives people - and connecting those drives to corporate objectives. For more information, [click here.](http://www.kellogg.northwestern.edu/execed/Programs/LEAD.aspx)

*Program Dates:* March 16-21, 2014; September 28- October 3, 2014

*Location:* Chicago, IL

*Costs:* $9,900  
*Contact Number:* 847-467-7000

### The Soul of Leadership

In *The Soul of Leadership*, you will gain an increased awareness of your own and others’ needs and a deeper understanding of your leadership potential to make a profound change in the way you lead. Dr. Deepak Chopra offers an entirely new approach to the exciting possibilities of leadership, extending his ground-breaking books on success that combine spiritual wisdom with modern dynamic psychology. You will be inspired with insights into group dynamics, loyalty, creativity, vision, security, and achievement - and walk away with ideas you can put into action to bring out excellence at every level. For more information, [click here.](http://www.kellogg.northwestern.edu/execed/Programs/LEAD.aspx)

*Program Dates:* February 10-12, 2014 (FL); October 20-22, 2014 (IL)

*Location:* Chicago, IL or Miami, FL

*Costs:* $5,200

*Contact Number:* 847-467-7000

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## Notre Dame

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### Supervisory Development

If you work as a supervisor, manager or team leader, you understand just how important effective management skills are to individual and organizational productivity. Notre Dame’s two-day Supervisory Development program is designed to increase your effectiveness as a manager and impart practical new skills in the areas of management, resource allocation and employee development. Appropriate for both those new to supervising and existing supervisors who wish to update and refine their skills. For more information, [click here.](http://business.nd.edu/executive_education/supervisory_development/)

*Program Dates:* April 15-16, 2014;October 21-22, 2014

*Costs:* $995

*Location:* University of Notre Dame Mendoza College of Business in South Bend, Indiana

*Contact:* (574) 631-5285; (800) 631-3622 (toll free) or email at [execprog@nd.edu](mailto:execprog@nd.edu)

### Unleashing Your Leadership Potential

Unleashing Your Leadership Potential offers you and other high potential individuals the opportunity to increase your contribution and effectiveness while in the midst of assuming a greater leadership role within your organization. Cultivate a broader view of the impact you can have on others and allow yourself to build a roadmap for your future as a leader. For more information, [click here.](http://business.nd.edu/Executive_Education/Integral_Leadership_Portfolio/Unleashing/)

*Program Dates:* May 12-15, 2014;November 3-6, 2014

*Costs:* $3,150 (for non-profit) & $3,650 (for-profit organizations); includes lodging and meal

*Location:* Stayer Executive Education Center

*Contact:* 574-631-0564

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## Office of Personnel Management

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### Management Development Seminar I: Leading from the Middle

This course is designed to teach attendees to development communication skills and think more critically. It's an ideal experience, whether you are a new middle manager or an experienced first-line supervisor. During the course you will study essential management competencies through individual assessments, readings, small group activities, real-world experiences and stimulating class discussions. For more information, [click here.](http://cldcentral.usalearning.net/course/index.php?categoryid=18)  
  
*Program Dates:* March 10-20, 2014 (WV);May 12-22, 2014 (TX); September 15-25, 2014 (WV)

*Costs:* $5,035 (WV) & $4,035 (TX)

*Location:* Shepherdstown, WV and San Antonio, TX

### Management Development Seminar II: Leading Organizations

In an era of constant change and challenges, managers must step up for greater effectiveness and efficiency. This seminar offers an unmatched overview of your systems and best practices, and a useful framework for leading your organization into the future. Experienced mid-level managers can assess and improve their organizations' overall effectiveness by learning how to help guide your organization during time of unprecedented change, challenge and uncertainty. Through presentations, small-group work and practice, you will learn how to engage your workers and foster innovative thinking and action. For more information, [**click here.**](https://www.leadership.opm.gov/Programs/Core-Development/MDS2/Index.aspx)

*Program Dates:* March 24-April 3, 2014 (WV);April 28-May 8, 2014 (CA); June 16-26, 2014 (TX); August 4-14, 2014 (WV)

*Costs:* $5,300 (WV), $4,300 (TX), $4,300 (CA)

*Location:* Shepherdstown, WV; San Antonio, TX; and San Diego, CA

### Team Development Seminar

The Federal government has moved towards a more collaborative and shared leadership model that empowers decision-makers at all levels. Becoming a member of a team does not guarantee high performance.  Chances are the skills and knowledge that makes you a successful contributor may not necessarily ensure success as a team member or a team leader. During this two week seminar you will learn the basics of successful dynamics of a team and gain insight on your personal leadership styles and how they translate to teams. For more information, [click here.](https://www.leadership.opm.gov/Programs/Core-Development/TDS/Index.aspx)

*Program Dates:* April 14-May 23, 2014 (WV);June 16-25, 2014 (CA); Aug. 18-Sept. 26, 2014 (WV)

*Costs:* $4,950 (WV) & $4,300 (CA)

*Location:* Shepherdstown, WV and San Diego, CA

### Supervisory Development Seminar Week 1: Fundamentals

Though occupations vary greatly across the federal government, the responsibilities of the frontline supervisor do not. Every Federal supervisor needs to know how to implement an effective human resource and performance management process to achieve high performance.  New supervisors will gain valuable insights into the fundamental skills, behaviors and attitudes that define the successful Federal supervisor and maximize personal performance. This week-long course can be combined with the Supervisory Development Seminar II for a two-week immersion program to expand these fundamentals into a foundation of great leadership. For more information, [click here.](https://www.leadership.opm.gov/Programs/Core-Development/SDSF/Index.aspx)

*Program Dates:* March 17-21, 2014 (WV);May 12-16, 2014 (CA); June 16-20, 2014 (WV); July 14-18, 2014 (CO); September 15-19, 2014 (IL);

*Costs:* $3,350 (WV) (CO) & $2,500 (CA) (IL)

*Location:* Shepherdstown, WV; San Diego, CA; Chicago, IL; Aurora, CO

### Supervisory Development Seminar Week 2: Learning to Lead

Supervisors will gain valuable insights into workplace motivation and employee engagement and adapt skills on these insights into their leadership approach. This seminar will develop your capacity to move employees from performance compliance to commitment for excellence. This week-long seminar can be combined with the Supervisory Development Seminar I for a two-week immersion experience that will integrate leadership with the nuts and bolts of supervision. For more information, [click here.](https://www.leadership.opm.gov/programs/Core-Development/SDSL/Index.aspx)

*Program Dates:* March 24-27, 2014 (WV);May 19-22, 2014 (CA); June 23-26, 2014 (WV)

*Costs:* $3,350 (WV) & $2,500 (CA)

*Location:* Shepherdstown, WV and San Diego, CA

### Leading Across Generations

Four distinct generations are now working together in the Federal workplace: Traditionalists (born approximately between 1922-1943), Baby Boomers (1943-60), Generation X (1960-80) and Millennials (1980-?). Although these groups share some outlooks and beliefs, each possesses values and attitudes unique to its history and experiences. These values significantly affect the workplace styles, preferences, behaviors and expectations of each generation. The Federal Executive Institute's (FEI) Leading Across Generations program is provocative and interactive. It will help you understand the histories, personalities, strengths and challenges of our four generational groups, while you explore how to lead, manage, recruit and retain colleagues of various ages and experience levels. For more information, [click here.](http://cldcentral.usalearning.net/course/index.php?categoryid=64)

*Program Dates:* May 20-21, 2014   
*Costs:* $2,775

*Location:* Charlottesville, VA

*Contact Number:* 888-676-9632

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## Penn State University

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### Developing Managerial Effectiveness

Developing Managerial Effectiveness provides an integrated approach to strategic, financial, and performance management. Participants will hone strategic thinking, decision-making, personal leadership, and influence skills while maximizing the use of performance management systems to increase their contribution to organizational growth. For more information, [click here.](http://www.smeal.psu.edu/psep/events/copy_of_developing-managerial-effectiveness)

*Dates*: TBD

*Fee:* $5,750

*Location:* University Park, PA

*Contact:* 1-800-311-6364 or psep@psu.edu

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## Rice University **Leading and Managing High-Performance Teams**

“High achieving teams focus the creative energy of individuals towards an outcome, while ineffective teams are hampered by internal conflict and poor decision-making. By analyzing the characteristics of high performing teams and understanding the ripple effects of individual preference, participants will leave the course with techniques to successfully organize teams, create organizational enablers, manage conflict, and derive success.”

*Dates:* April 15-16, 2014 or December 9-10, 2014

*Location:* Houston, TX

*Costs:* $2,500

*Contact Number:* 713.348.6060

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## Rollins College

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### Crummer Management Program-MiniMBA

An eighteen-week Mini-MBA™ program tailored to professionals seeking new management skills and tools to competitively succeed and lead in an uncertain world. As a participant in this program, you can look forward to engaging peer discussions, readings, and problem-solving led by faculty from the business school ranked #1 in Florida by Forbes.  For more information, [click here.](http://www.rollins.edu/execed/mini-mba/index.html)

*Dates:* January 28 – May 29, 2014 (Deadline is January 14, 2014)

*Times: Tuesday evenings, 6:30-9:30pm (*Attendance is required at 80% of the program's class sessions to receive certificate. Missed classes may be attended the following semester to complete the certificate requirements.

*Location:* Bush Executive Center/Crummer Graduate School of Business, Rollins College Campus

*Cost:* $3,250 per person for the entire 54-hour program

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### Leveraging Conflict for Positive Results

Got conflict? Of course you do. Conflict is inevitable in organizations. The key is what you and other leaders do with it. Differing ideas, approaches, expectations, and opinions often lead to on-going conflict, strained relationships, decline in performance, and project derailment. What many leaders and organizations fail to grasp is that not all conflict is negative, painful or unpleasant. Harnessing the power of conflict can and should become a competitive advantage. For more information, [click here.](http://www.rollins.edu/execed/evening-workshops/leveraging-conflict-for-positive-results/index.html)

*Date:* May 6, 2014

*Location:* Rollins College, Crummar Graduate School of Business Bush Executive Center

*Fees:* $230

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## Skillsoft: eLearning and Performance Support Solutions

[Skillsoft](http://skillsoft.com/) is a pioneer in the field of learning with a long history of innovation. Skillsoft provides cloud based learning solutions for its customers worldwide, ranging from global enterprises, government, and education to mid-sized and small businesses. Skillsoft's customer support teams draw on a wealth of in-house experience and a comprehensive learning e-library to develop off-the-shelf and custom learning programs tailored to cost-effectively meet customer needs. Skillsoft's courses, books and videos have been developed by industry leading learning experts to ensure that they maximize business skills, performance, and talent development. [Skillsoft](http://skillsoft.com/) maintains mappings for a variety of competency models. These mappings help to direct the individual learner to specific Skillsoft learning assets that are directly aligned with the particular subject area and training requirements. Nearly 500 hours of e-learning assets, 1,000 online books and book summaries, and 200 videos are aligned to the OPM Guide to Senior Executive Service Qualifications (ECQ’s).

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### Skillsoft OPM-ECQ Leading People *Content Summary:*

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | **Courses & Simulations** | | **Books** | **Videos** |
|  | **Hours** | **Assets** |  |  |
| **ECQ #2-LEADING PEOPLE** | **75.1** | **100** | **164** | **37** |
| Conflict Management | 15 | 22 | 44 | 4 |
| Leveraging Diversity | 6.4 | 10 | 40 | 17 |
| Developing Others | 22.7 | 30 | 33 | 11 |
| Team Building | 31 | 38 | 47 | 5 |

[Click here](https://community.skillsoft.com/USGOV/Competency_public.asp) for a complete list of assets and descriptions specific to each ECQ competency.

*Dates:* Available 24x7x365  
*Location:*Web-enabled content available with internet connectivity   
*Cost:*Most US Federal agencies are currently licensed for a range of Skillsoft learning assets that can support Leadership Development initiatives. Please contact your organization’s Training Administrator for specific information and access.

*More Information:* <https://community.skillsoft.com/USGOV/Competency_public.asp>  
  
[Click here](https://community.skillsoft.com/USGOV/Competency_public.asp) for resources related to OPM’s Federal Supervisory Training

Email [*LeadershipTraining@Skillsoft.com*](mailto:LeadershipTraining@Skillsoft.com)for additional guidance.

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## Smith College

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### From Specialist to Strategist for Women in Science, Technology and Engineering

From Specialist to Strategist is a watershed collaboration between Smith College, home of the nation’s first engineering program exclusively for women, and the Society of Women Engineers, the world’s leading professional organization for women engineers. For more information, [**click here.**](http://www.smith.edu/execed/?q=programs/specialist-strategist)

*Program Date:* June 8-13, 2014

*Location:* Smith College

*Program Tuition*: $7,300 (pending)

*Apply*: [leadership@smith.edu](mailto:leadership@smith.edu)

### [Smith-Tuck Global Leaders Program for Women](http://www.smith.edu/execed/?q=programs/smith-tuck-global-leaders)

The Smith-Tuck Global Leadership Program for Woman- with its focus on diverse female perspectives-is recognized as the premier all-women’s global leadership program in the world. For more information, [click here.](http://www.smith.edu/execed/?q=programs/smith-tuck-global-leaders)

*Program Date:* TBD

*Location:* Smith College

*Program Tuition*: $9,750

*Apply*: [leadership@smith.edu](mailto:leadership@smith.edu)

### Directing [Innovation for](http://www.smith.edu/execed/?q=programs/directing-innovation) Women [in Science, Technology and](http://www.smith.edu/execed/?q=programs/directing-innovation) Engineering

Offers director-level executives a curriculum focused on driving innovation across functions and beyond borders. For more information, [click here.](http://www.smith.edu/execed/?q=programs/directing-innovation)

*Program Date:* March 17-21, 2014

*Location:* Smith College

*Cost*: $7,995

*Contact Information*: Phone 413-585-2583 Email: [leadership@smith.edu](mailto:leadership@smith.edu)

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## Southern Methodist University

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### Certificate in Management

If you’re already a frontline manager or a leader moving into management for the first time, this powerful 10-session course will arm you to handle the toughest managerial challenges. You’ll learn how to build and work effectively with teams, hone your communication skills and motivate others. Because flexibility and agility are critical in today’s workplace, you’ll learn how to recognize work and learning styles and how to resolve interpersonal conflicts when styles collide. You’ll gain practical skills in organizing work and managing projects—from simple to complex. You’ll understand how to manage and measure performance and learn how to apply critical thinking skills to every decision. For more information, [click here.](http://www.cox.smu.edu/web/executive-education/certificate-in-management)

*Program Dates*: March 4- May 6 2014

*Program Location*: Dallas, TX

*Program Tuition*: $3,695; group discounts available

*Contact Number*: 214-768-3335 or [exed@cox.smu.edu](javascript:location.href='mailto:'+String.fromCharCode(101,120,101,100,64,99,111,120,46,115,109,117,46,101,100,117)+'?')

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## Stanford University

### Interpersonal Dynamics for High Performance Executives

As individuals ascend the management ladder, many find that the soft skills of leadership constitute their hardest challenges. Furthermore, most have come to rely on a familiar set of behaviors and skills. Recent data shows that top-performing leaders exhibit high emotional intelligence; they are able to adapt interpersonally and thrive in a diverse range of situations. Based on two of the Graduate School of Business' most popular and long-standing courses, this program's unique T-Group (Training Group) methodology and 12:1 student-faculty ratio provide a highly personalized learning experience for each participant. In this highly interactive program, senior-level leaders learn how to engage in productive interpersonal exchanges, assess the impact of their own behaviors and leadership styles, and excel at creating more powerful, professional relationships in a variety of contexts. For more information, [**click here.**](http://www.gsb.stanford.edu/exed/ipd/)

*Program Dates:* June 22-27. 2014

*Location:* Chaminade Executive Conference Center, Santa Cruz, CA

*Cost:* $14,500

*Contact Number:* 650.723.3341

### Managing Teams for Innovation and Success

Managing or participating in a team-based work environment can be either exhilarating or exasperating. Given the potential benefits and pitfalls of using teams, when should you use them, how do you choose team members who will accomplish a goal in the most effective manner, and how do you manage them to deliver successful results? For more information, [click here.](http://www.gsb.stanford.edu/exed/mtis/index.html)

*Program Dates:* June 15-20, 2014

*Location: Stanford University*

*Cost:* $10,500

*Contact Number:* 650.723.3341

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## The Ken Blanchard Companies

### Situational Leadership® II

Situational Leadership® II is the most comprehensive and up-to-date, yet practical, method in the world for developing people into self-reliant achievers. Using the Situational Leadership® II Model, managers and their direct reports are able to create a partnership. It teaches managers to analyze, diagnose, think, and apply leadership concepts effectively in any situation. By creating a partnership instead of the typical top-down “boss-employee” relationship, managers are able to engage and develop their employees faster and more effectively. For more information, [**click here.**](http://www.kenblanchard.com/Management_Training_Programs/Leadership/Career_Training_Leadership)

*Program Dates:* Various dates and locations offered.   
*Program Tuition*: $1,695.00 USD - $1,995.00 USD

*Contact:* 800.272.3933 [christine.simmons@kenblanchard.com](mailto:christine.simmons@kenblanchard.com)

### Situational Frontline Leadership

All agencies need leaders who can transform plans into action by working with individuals to ensure that their jobs are personally meaningful and motivating. Situational Frontline Leadership equips frontline leaders to effectively handle the situations they face every day. Situational Frontline Leadership uses the same language as Situational Leadership® II, but provides specific microskills of effective management, such as goal setting, listening, giving direction, and ensuring accountability. Managers learn both directive and supportive behaviors, such as establishing timelines, collaborative problem solving, and building partnerships for success [click here](http://www.kenblanchard.com/Management_Training_Programs/Leadership/Career_Training_Leadership/Workshop_Public_Situational_Frontline_Leadership/).

*Program Dates:* February 10-12, 2014; July 7-9, 2014

*Program Location:* San Diego

*Program Tuition:* $1,695.00 USD

*Contact:* 800.272.3933 [christine.simmons@kenblanchard.com](mailto:christine.simmons@kenblanchard.com)

### Situational Team Leadership

Situational Team Leadership provides a structured process for developing the full potential of teams. Several research-based models and strategies provide the building blocks of the five-part Team Performance Process. The Team Performance Process is a systematic method for increasing team effectiveness and innovation. It can be adapted to fit any team, regardless of its purpose, pursuit, type, or size. Participants learn to identify the characteristics of high-performing teams, create a team charter, diagnose the stages of team development, and provide continual support throughout the team’s life cycle. The Team Performance Process simplifies the often-complex nature of teams training and provides the knowledge and tools that participants can immediately apply back on the job. For more information, [click here.](http://www.kenblanchard.com/Management_Training_Programs/Leadership/Career_Training_Leadership/Workshop_Public_Building_Teams/)

*Program Dates:* October 28-29, 2014; March 3-4, 2014; September 15-16, 2015

*Program Location:* San Diego, CA

*Program Tuition:* $1,175

*Contact:* 800.272.3933 [christine.simmons@kenblanchard.com](mailto:christine.simmons@kenblanchard.com)

### Optimal Motivation

Optimal Motivation maintains that a person is always motivated—it is the type of motivation that makes a difference. What matters is not how much motivation a person has, but the quality of motivation that is experienced. Optimal Motivation is grounded in a powerful assumption: Motivation is a skill. Motivation can be taught, learned, developed, and nurtured. Optimal Motivation leverages leaders’ natural desire to achieve meaningful goals, craft solutions to problems, be competent in seizing opportunities, and build a strong caring, and supportive organizational community and culture. For more information, [click here.](http://www.kenblanchard.com/Management_Training_Programs/Leadership/Career_Training_Leadership/Optimal_Motivation/)

*Program Dates:*February 24-25, 2014; May 19-20, 2014; October 20-21, 2014

*Program Location:* San Diego, CA

*Program Tuition:* $1,175

*Contact:* 800.272.3933 [christine.simmons@kenblanchard.com](mailto:christine.simmons@kenblanchard.com)

### DISCovering Self and Others

Using the online DISC Profile and dynamic classroom activities, your employees learn how to adapt their behavior in order to communicate and relate more effectively, and interact more skillfully with others. By developing an appreciation of others’ behavioral preferences and acknowledging their own unique strengths and areas for development, participants will create more satisfying, meaningful, and productive business and personal relationships. DISCovering Self and Others is designed in a modular format that can be tailored to a particular schedule. Employees learn to identify and understand their own behavior patterns (DISCovering Self); and how to identify, understand, and better respond to others’ behavior patterns (DISCovering Others). For more information, [click here.](http://www.kenblanchard.com/Management_Training_Programs/Leadership/Career_Training_Leadership/Optimal_Motivation/)

*Program Dates:* April 7, 2014; October 13, 2014

*Program Location*: San Dieg, CA

*Program Tuition*: $795

*Contact*: 800.272.3933 [christine.simmons@kenblanchard.com](mailto:christine.simmons@kenblanchard.com)

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## University of California Berkeley

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### Berkeley Executive Leadership Program

Our unique one week program begins with a baseline analysis of your organization's culture and your personal leadership style (with prior input from you and your colleagues). Through peer and professional coaching, we help you determine what you wish to change to improve the performance of your organization. For more information, [click here.](http://executive.berkeley.edu/programs/berkeley-executive-leadership-program)

*Dates*: October 6-10, 2014

*Location*: UC Berkeley campus

*Fee*: $9,900

*Phone:* 510.642.9167

### Communicate Effectively: Connecting in Personal and Work Life

Miscommunication with customers, employees and clients can be frustrating and costly. Learn and practice how to communicate effectively in order to resolve issues by demonstrating a willingness to understand the other's perspective, feelings and experience without negating the right to your own point of view. Help to build and maintain connection, support, and work and personal relationships that are mutually beneficial. For more information, [click here.](http://extension.berkeley.edu/search/publicCourseSearchDetails.do?method=load&courseId=40123)

*Dates:* TBD

*Location:* San Francisco, CA

*Cost:* $295

*Contact Number:* 510-642-4231

### Executive Coaching Institute

Offered in partnership with the UC Berkeley Center for Executive Education, the Berkeley Executive Coaching Institute is a summer coaching institute for individuals interested in entering the field of executive coaching, as well as executives seeking to become better managers and leaders. For more information, [**click here.**](http://executive.berkeley.edu/programs/executive-coaching-institute)

*Dates*: TBD

*Location*: UC Berkeley campus

*Fee*: $15,500

*Contact Number:* 510-255-9175

### Handling Difficult Interactions with Skill and Confidence

Interacting with “difficult” people in your personal and professional life can be annoying, unnerving and sometimes scary. In this interactive, skills-based workshop, explore strategies for handling a difficult interaction and maintaining your composure and confidence no matter how the other person responds. Learn techniques to help you resolve future conflicts improve relationships and make progress where you never thought possible. For more information, [click here.](http://extension.berkeley.edu/search/publicCourseSearchDetails.do?method=load&courseId=40141)

*Dates:* TBD

*Location:* San Francisco, CA

*Cost:* $295

*Contact Number:* 510-642-4231

### Managing Change and Ambiguity in the Workplace

Learn valuable insights on how to foster goodwill and commitment during times of transition to create and maintain a high-performance organization. Discover how to design and manage change more effectively, gain an awareness of principles used to address people’s readiness and capability for change, and understand how to make people more receptive to and prepared for change. Bring an example of an organizational change in which you have been involved as your case study; this example could be an initiative that you have led, participated in or observed. Learn to apply the principles of change management to your specific case. For more information, [click here.](http://extension.berkeley.edu/search/publicCourseSearchDetails.do?method=load&courseId=40202)

*Dates:* TBD

*Location:* San Francisco, CA

*Cost:* $595

*Contact Number:* 510-642-4231

### New Manager Boot Camp

This intensive management training program is designed specifically for recently promoted engineers and scientists who want to excel as leaders in the dynamic high tech and life sciences industries. The program includes a combination of lectures, case studies, and individual and group exercises designed to give you tools that will immediately enhance your ability to lead effectively. For more information, [click here.](http://executive.berkeley.edu/programs/new-manager-boot-camp)

*Dates*: February 24-26, 2014

*Location*: UC Berkeley campus

*Fee*: $3,400

*Contact Number:* 510-642-9167

### Optimizing Team Leadership: An Intensive Practice Lab

The concept “team” has morphed. Teams today include temporary high priority or technical innovation project teams, governing boards for non-profit agencies or professional organizations, broad-based alliances that work on critical social issues, global merger integration or multi-cultural reorganization teams. In this intensive and experiential hands-on workshop, learn unique team leadership development skills that you can plan practice and immediately begin to apply in order to build and lead your own extraordinary teams --- effectively, efficiently and with warp speedresults. For more information, [click here.](http://extension.berkeley.edu/search/publicCourseSearchDetails.do?method=load&courseId=40150)

*Dates:* TBD

*Location:* San Francisco, CA

*Cost:* $695

*Contact Number:* 510-642-4231

### Organizational Communication Strategies for Managers

Learn to communicate effectively in a complex business environment. Understand how to be flexible so you can communicate both upstream and downstream, as well as with vendors, clients, stakeholders and other partner organizations from a variety of business cultures. Study communication theory, review case studies, discuss topical communication issues from the weekly news, and practice communication strategies that you can apply right away in your current position or as preparation for career advancement. For more information, [click here.](http://extension.berkeley.edu/search/publicCourseSearchDetails.do?method=load&courseId=40403)

*Dates:* TBD

*Location:* San Francisco, CA

*Cost:* $750

*Contact Number:* 510-642-4231

### Talent Management and Workforce Development

Talent management has evolved beyond the hiring and firing of employees to cover all elements of human capital strategy, from employee selection, retention, performance management and compensation to succession planning, diversity and more. In this course, intended for professionals who manage talent across a broad spectrum of organizations, survey the core elements of talent management, and learn how to develop and implement effective talent management systems within your organization. For more information, [click here.](http://extension.berkeley.edu/search/publicCourseSearchDetails.do?method=load&courseId=40382)

*Dates:* TBD

*Location:* San Francisco, CA

*Cost:* $750

*Contact Number:* 510-642-4231

### High-Impact Leadership: Transforming Your Communication Style

Most executives have come to rely on a familiar set of behaviors and skills, often exhibited in the way they communicate within their team. The High-Impact Leadership Executive Program is designed to help senior executives build distinctive communication skills that will help in shaping their leadership style and presence. For more information, [click here.](http://executive.berkeley.edu/programs/high-impact-leadership-developing-your-communication-style)

*Dates:* February 19-21, 2014

*Location:* UC Berkeley Campus

*Fee:* $4,500

*Contact Number: 510-642-9167*

### Women’s Executive Leadership Program

To thrive in dynamic business environments, every leader must utilize their individual strengths and balance personal and professional goals. The Women’s Executive Leadership Program coaches high-potential women to reach new levels of success as team leaders and organizational visionaries. For more information, [click here.](http://executive.berkeley.edu/programs/womens-executive-leadership-program)

*Dates*: Aprile 14-17, 2014

*Location*: UC Berkeley Campus

*Fee*: $6,000

*Contact:* 510.642.9167

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## University of California Los Angeles

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### Behavioral Decision Making in Teams

This session explores the psychology of decision-making both at the individual and the group level. The common decision making traps that lead good managers to make bad decisions are addressed. And the “wisdom of crowds” is shown to present its own perils even though groups can mitigate some decision-making errors made by individuals. Finally, the session delivers strategies for becoming a more influential group member. For more information, [click here.](http://www.anderson.ucla.edu/x27645.xml)

*Dates*: Available as a custom program. Can be added tp wait list for future dates online.

*Location*: Los Angeles, CA

*Fee*: $750

*Contact Number:* (310) 825-2001

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## University of California San Diego

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### Harnessing the Creative Power of Teams

In theory, work groups are more creative than individual efforts. However, in practice this is often not the case because it is difficult to access individuals’ knowledge perspectives in group settings. This course will help you to build cohesion and increase motivation and coordination in your work group. This will lead to much higher creative output and deliver increased productivity and results. For more information, [click here.](http://rady.ucsd.edu/exec/open/creative-power/)

*Date:* TBD

*Fees:* $350

*Contact:* 1-858-822-6004 or [radyexecdev@ucsd.edu](mailto:radyexecdev@ucsd.edu)

### Difficult Conversations

Many business situations challenge even the most experienced and skillful communicator. Whether you are facing a difficult conversation with a stakeholder, colleague or employee, how you handle these conversations can determine your success or failure. Take the skills learned in this course and start applying them immediately for the confidence and camaraderie that gets you the results you need to succeed. For more information, [click here.](http://rady.ucsd.edu/exec/open/difficult-conversations/)

*Date:* February 13, 2014

*Fees:* $350

*Contact:* 1-858-822-6004 or [radyexecdev@ucsd.edu](mailto:radyexecdev@ucsd.edu)

### Conflict Resolution Strategies for Managers

Conflicts within the workplace impact productivity and create a negative work environment. Conflict Resolution Strategies for Managers is a practical, interactive course which helps a diverse group of professionals integrate conflict management skills into their respective professions. For more information, [click here.](http://rady.ucsd.edu/exec/open/conflict-resolution/)

*Dates:* February 25, 2014

*Fees:* $450

*Contact:* 1-858-822-6004 or [radyexecdev@ucsd.edu](mailto:radyexecdev@ucsd.edu)

### Managing High Performance Teams

Emotions are contagious. It starts with the leader at the top: your state, your expectations, your structures, your emotional regulation and how you set the context. Today’s' teams must do more with less. High performing teams need members with technical competency and intelligence—but that is not enough. Motivation, engagement and productivity happen through effective collaboration based on team dynamics. On a team, the whole is never the sum of its parts, but is greater or lesser depending on how well the individuals work together. The leader has a huge impact on the emotional state of the team and its ability to work together. Who the leader is, and how the leader is presented on a consistent basis, can have dramatic effect on leading the team through change, fostering creativity, innovation, and job satisfaction. Learn key facilitation skills that will engage your team. Never have a boring meeting again. For more information, [click here.](http://www.rady.ucsd.edu/exec/open/manage-perform/)

*Date:* TBD

*Fees:* $350

*Contact:* 1-858-822-6004 or [radyexecdev@ucsd.edu](mailto:radyexecdev@ucsd.edu)

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## University of Chicago

### 

### High-Performance Leadership

Leaders need to create an environment that fosters high performance. In order for a business unit to create value for the organization, the brainpower within the workgroup that will lead to innovative products, services, and markets must be unleashed. Participants will learn and practice a six-step collaboration model that high-performing groups use to encourage the flow of ideas and to solve complex problems. Through this course, participants will learn the behaviors that accelerate or stifle high performance, how to better leverage the positive attributes of the work environment, and techniques to build performance drivers into their company. For more information, [click here.](http://booth.chicagoexec.net/programs/hpl.aspx)

*Dates*: March 3-7, 2014; June 23-27, 2014

*Location*: Chicago campus

*Fee*: $9,100

### Personal Leadership Insight

Leadership is something most businesses strive to achieve in their industries. Leadership operates at many levels, including country, industry, business, product, and personal levels. But businesses and countries don’t lead unless individuals lead. In this course experience, you will look at your own personal leadership capabilities and develop the insight necessary to transform your leadership. You will explore the knowledge, skill, and discipline that build your leadership capital; you will determine the direction of your leadership journey; and you will learn to tell compelling stories that allow people to follow the direction you have set. For more information, [click here.](http://booth.chicagoexec.net/programs/pli.aspx)

*Dates*: February 17-21, 2014; May 19-23, 2014; September 15-19, 2014

*Location*: Chicago campus

*Fee*: $9,100

### Advanced Management Program

The Chicago Booth Advanced Management Program provides executives with a unique combination of benefits that no other senior executive program can offer. **Composed of six nonconsecutive one-week courses over a year, the Advanced Management Program format is the result of interviews with more than 300 senior executives, who all cited the critical need for flexibility and an individualized curriculum.** We created a program that features a total of six weeks, with half of the content completely customizable. Three nonconsecutive core weeks are co-hosted sessions with a group of high-level executives in which you will explore critical issues related to enterprise leadership and general management. Three weeks are in elective sessions of your choosing with executives from a broad range of functions and industries. These electives allow you to individualize the curriculum to best complement your career goals, development needs, and business interests. For more information, [click here.](http://booth.chicagoexec.net/programs/amp.aspx)

*Dates:*

Introductory Core Session I: The Executive October 13-17, 2014

Mid Course Core Session 2: The Organization April 2015

Capstone Course Core Session 3: The Community November 2015

*Fee:* $49,500

*Location:* Chicago Campus

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## University of Minnesota

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### Creating a High Performance Organization

The Creating a High-Performance Organization program helps managers develop the methods and skills needed to drive performance while maintaining a highly effective work culture. It will help you increase performance across the organization and support the achievement of business objectives, while building the leadership capabilities to meet future business needs. For more information, [click here](http://www.csom.umn.edu/executive-education/high-performance-organization.html).

*Dates:* TBD

*Fee:* $3,000

*Location:* University of Minnesota

*Contact:* 612-625-5412

### Presentations: Coaching for Executives

The program provides managers with the rare opportunity to receive executive-level, strategic coaching to further develop their communication abilities. This valuable experience is a necessity for executives whose success depends on their ability to persuade and influence both internal and external audiences. For more information, [click here.](http://www.csom.umn.edu/executive-education/presentations-coaching-execs.html)

*Dates:* September 23-25, 2014

*Fee:* $3,500

*Location:* University of Minnesota

*Contact:* 612-625-5412

### MBA Essentials

The MBA Essentials program provides an overview of key subject areas found in the Carlson School’s nationally ranked MBA program. It is taught by many of the same outstanding Carlson School of Management faculty members who teach in the MBA program. You will experience classroom sessions with award-winning teachers—many of whom are also accomplished scholars and understand how to transform the latest academic insights into practical application. For more information, [click here.](http://www.csom.umn.edu/executive-education/mba-essentials.html)

*Date:* April 21-May 21, 2014

*Location:* University of Minnesota

*Fee:* $4,000

*Contact Number:* 612-624-3821

### 

### Advanced Business Communications for Executives

Gain deeper insight into the art and science of persuasive communications. This program builds on "Presentations: Coaching for Executives" and will give you further understanding of effective executive communications—everything from presenting effectively to top management to communicating successfully with multicultural audiences to leading and creating critical team communications. For more information, [click here.](http://www.csom.umn.edu/executive-education/advanced-business-communications.html)

*Date:* February 19-20, 2014

*Location:* University of Minnesota

*Fee:* $2,500

*Contact:* 612-625-5412

### The Art and Practice of Effective Coaching

Leadership coaching is vital to today’s most successful organizations. In fact, around half of the top companies for leaders provide coaching to their most promising leaders. This program provides a perspective and best practice from Richard Leider, one of today’s top executive coaches. It provides leaders with a proven approach to develop and retain key people through effective coaching practices. For more information, [click here.](http://www.csom.umn.edu/executive-education/leadership-coaching.html)

*Date:* TBD

*Location:* University of Minnesota

*Fee:* $3,500

*Contact:* 612-625-5412

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## University of Missouri

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### Guiding Conflict Resolution

Conflict! Just reading the word brings to mind thoughts of difficulty and unpleasantness. Healthy conflict may promote creativity and innovation. It allows you to build on one another’s ideas to find solutions to existing problems. However, when a conflict escalates, it may cause serious problems, including decreased morale, more re-work and a less productive team. For more information, [click here.](http://mti.missouri.edu/courses/conflict-resolution/index.php)

*Dates:*February 10, 2014

*Location:* 204 Cornell Hall, Columbia, MO

*Fees:* $185

### Supervisory Certificate Series

It makes sense to hire front-line staff into supervisory positions; they have the technical skills you are looking for, it’s motivational to all employees and reduces the costs associated from hiring outside. Often times though, these employees lack the supervisory, management and leadership skills necessary to thrive in their new roles. [click here](http://mti.missouri.edu/courses/supervisory-series/index.php).

*Dates:* February 4-25, 2014

*Fees:* $850

*Location:* 204 Cornell Hall, Columbia, MO

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## University of Nevada Reno

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### Working with the Problem Employee

Learn to identify and analyze employee behaviors that indicate a problem may exist, and to create a more efficient and low-stress work environment for all. Topics include common problems facing today's employees, interventions supervisors can perform to encourage staff to get help for their difficulties, and available resources. For more information, [click here.](https://www.cisweb1.unr.edu/cxs/CourseListing.asp?master_id=146&course_area=CX&course_number=128&course_subtitle=00)

*Date:* May 7, 2014

*Location:* Cont Ed Bldg (CEB 107), UNR campus

*Fee:* $210

### Managing and Supervising People

In two highly interactive days focusing on the basic skills necessary to successfully manage and lead others, you will engage in self-assessment exercises, role playing and simulations to help you learn and practice behaviors integral to building high-performing work groups. Key topics include making a successful transition to management, creating a balance between leading and managing, determining your personal style preferences and their impacts on others, group problem solving, managing conflict and consensus building. For more information, [click here.](https://www.cisweb1.unr.edu/cxs/CourseListing.asp?master_id=121&course_area=CSM&course_number=103&course_subtitle=00)

*Dates:*January 23-24, 2014; June 12-13, 2014

*Location:* UNR campus

*Fee:* $325

### Performance Management

This in-depth course equips new, future and veteran supervisors with the skills to carry out each of the essential steps of performance management. Participants will gain the tools to establish clear expectations, measure employee performance, create employee development plans and skillfully conduct the performance feedback interview. For more information, [click here.](https://www.cisweb1.unr.edu/cxs/CourseListing.asp?master_id=127&course_area=CSM&course_number=104&course_subtitle=00)

*Dates:* April 24-15, 2014

*Location*: Cont Ed Bldg (CEB 108), UNR campus

*Cost:* $325

*Contact*: (775) 784-4046

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## University of North Carolina at Chapel Hill

### Intentional Leadership

Even the most successful business leaders can find themselves in a rut. Routines and practices that have worked well in the past can actively work against you as you strive to reach new personal and professional goals. These routines and practices need to be reviewed, updated and sometimes replaced as responsibilities and goals change. It is important to avoid complacency and challenge yourself to go beyond your comfort zone as you strive to achieve new leadership levels. Intentional leadership is a style of leadership that allows you to overcome these types of barriers, unleash your creativity and reach your full potential as a leader. For more information, [click here.](http://www.kenan-flagler.unc.edu/executive-development/open-enrollment/programs/intentional-leadership)

*Dates:* TBD

***Tuition*:** $2,700

*Location*: The Rizzo Conference Center; Chapel Hill, North Carolina

*Contact*: Phone 1-800-UNC-EXEC; Email [unc\_exec@unc.edu](mailto:unc_exec@unc.edu)

### Project Leadership

UNC Executive Development has been working with leading project-driven organizations, helping to enhance great project leadership and management operations to address challenges arising during execution. Many organizations have moved to matrix and global project teams in order to streamline processes internally. They have invested in management techniques such as six sigma teams and gate reviews to create processes and practices that standardize schedules, budgets and planning activities. The result is a more efficient and effective project management environment. For more information, [click here.](http://www.kenan-flagler.unc.edu/executive-development/open-enrollment/programs/project-leadership)

*Dates:* TBD

***Tuition*:** $3,700

*Location*: The Rizzo Conference Center; Chapel Hill, North Carolina

*Contact*: Phone 1-800-UNC-EXEC; Email [unc\_exec@unc.edu](mailto:unc_exec@unc.edu)

### Developing Leadership Presence

Confidence. Vision. Integrity. Courage. Perseverance.  These are some of the traits that successful leaders possess.  While knowledge and experience are critical to success in business, truly gifted leaders are recognized through their words and actions. Leaders must have a highly developed self-awareness, and they must also connect with others in a meaningful and authentic way.  These characteristics embody true “leadership presence,” and leaders can learn and put into practice these important communication attributes.    Leadership presence is, in part, a projection of values and conviction, and it requires honesty, trust, and confidence. How leaders look and sound has a profound impact on the image they project, and this image can either strengthen or weaken their ability to inspire and motivate an audience.  In this “Developing Leadership Presence” program, you'll have the opportunity to explore, develop, and refine your leadership presence so that you can lead more effectively in your organization. For more information, [click here.](http://www.kenan-flagler.unc.edu/executive-development/open-enrollment/programs/executive-presence)

*Dates:* TBA

***Tuition*:** $2,700

*Location*: The Rizzo Conference Center; Chapel Hill, North Carolina

*Contact*: Phone 1-800-UNC-EXEC; Email [unc\_exec@unc.edu](mailto:unc_exec@unc.edu)

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## University of Northern Iowa

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### Fierce Conversations

What gets talked about in an organization and how it gets talked about determines what will happen. Or won’t. Based on the principles of Susan Scott’s best-seller, “Fierce Conversations: Achieving Success at Work and in Life, One Conversation at a Time” this foundational, hands-on training program will introduce you to transformational ideas and principle that will shift your basic understanding of conversations and the power they hold in leadership, relationships and results. You’ll learn to master team conversations, coaching conversations, delegation conversations and confrontation conversations – all essential to your individual and collective success. For more information, [click here.](http://www.uni.edu/newsroom/register-now-for-uni-training-program-that-will-improve-conversations-at-work-and-in-life-0)

*Dates:* TBA

*Fee*: $799 per person

*Contact Number:* Phone 319-273-5851 or Email [execdev@uni.edu](mailto:execdev@uni.edu)

### How to Manage Nests of Negativity

It happens in all organizations-gossiping, complaining and finger pointing. Learn how to identify and confront employees who are never satisfied and vicious with their words and accusations. Also, discover how to read employees' nonverbal communication and handle saboteurs before they infect the rest of the team. For more information, [click here.](http://www.uni.edu/newsroom/register-now-for-uni-workshop-on-handling-employees-whose-negative-attitude-impacts-the-teams-succes)

*Date:* TBA

*Location:* UNI campus

*Fee:* $249

*Contact Number:* Phone 319-273-5851 or Email [execdev@uni.edu](mailto:execdev@uni.edu)

### Six Steps and Eight Behaviors to Resolving Conflict

The value of conflict is that it can propel an organization to greatness. By taking a different perspective to conflict you can improve your relationships and morale, accomplish more work, limit negativity, and achieve more success. For more information, [click here.](http://www.uni.edu/newsroom/register-now-for-uni-workshop-focused-on-conflict-resolution-2)

*Date*: TBA

*Location:* UNI campus

*Fee*: $249

*Contact Number:* Phone 319-273-5851 or Email [execdev@uni.edu](mailto:execdev@uni.edu)

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## University of Richmond

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### Advanced Project Management

The selection and management of your project team is as important as the project plan itself. Without a cohesive project team and the interpersonal chemistry to function as a unit, your project may fall short of everyone’s expectations. Successful project managers utilize proven team management techniques in the selection, direction and motivation of their project. For more information, [**click here.**](http://business.richmond.edu/executive-education/course-list.html)

*Date:* April 30-May 2, 2014; June 23-25, 2014

*Fees: $1425*

*Contact:* (804) 289-8019 or [execed@richmond.edu](mailto:execed@richmond.edu)

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## University of South Carolina

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### [Building and Leading Dynamic High-Performance Teams](http://www.moore.sc.edu/execed/publicprograms/leadershipmanagementprograms.aspx)

Building and Leading Dynamic High-Performance Teams teaches you the proven-effective techniques required of leaders in today’s high-demand businesses. Learn the skills needed to align team performance, including how to resolve disputes, evaluate performance and keep teams on track. For more information, [click here.](http://www.moore.sc.edu/executiveeducation/leadershipprograms.aspx#teams)

*Dates:* TBD  
*Cost:* $1150/participant ($900/participant for two or more)

*Contact Number:* 803-777-2231 or 800-393-2362

### [Innovative Communication Strategies for Improving Performance](http://www.moore.sc.edu/execed/publicprograms/leadershipmanagementprograms.aspx) (The Birkman Method®)

Using The Birkman Method®, [Innovative Communication Strategies for Improving Performance](http://www.moore.sc.edu/execed/publicprograms/leadershipmanagementprograms.aspx) reveals how you behave and react in interpersonal relationships, examines your response to conflict and empowers your decision-making. Learn how you relate to others to master the skills necessary for effective communications. For more information, [click here.](http://www.moore.sc.edu/executiveeducation/leadershipprograms.aspx#birkman)

*Program Dates:* TBD *Program Tuition:* $1350/participant ($1050/participant for two or more)

*Contact Number:* 803-777-2231 or 800-393-2362

### Coaching Skills for Maximum Performance

Coaching Skills for Maximum Performance targets the unique strategic skill of coaching. It is a powerful course, applicable to all business settings, which delivers the tools managers need to learn, practice and master coaching skills. For more information, [click here.](http://www.moore.sc.edu/executiveeducation/leadershipprograms.aspx#coaching)

*Program Dates:* TBD *Program Tuition:* $1350/participant ($1050/participant for two or more)

*Contact Number:* 803 777-2231 or 800-393-2362

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## University of Texas

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### Building Engagement: What Leaders Do to Manage Talent & Build Allegiance

Both formal and informal leadership are essential to creating engagement in today’s competitive work environment. This program examines what it takes to “make it” as a leader, and presents a wide variety of practical moves successful people make to create loyalty and build commitment. Different than many sessions of this sort, we look at specific steps you can take to enhance interpersonal effectiveness and generate high levels of engagement among your co-workers. In this program, we discuss research findings where leaders world-wide were asked to describe what they did, on a daily basis, which made them successful leaders. For more information, [click here.](https://www.mccombs.utexas.edu/ExecED/Building-Engagement)

*Date:* March 18-19, 2014 *Location:* AT&T Executive Education and Conference Center

*Cost:* $2,56 0 (Individual Course); $12,000 - [General Management Certificate](https://www.mccombs.utexas.edu:443/ExecED/Executive-Development-Certificates/General-Management-Certificate.aspx)

### Leading High Performance Teams

Managers in today’s business world must become creative leaders who inspire productivity and motivate employees to achieve organizational goals and objectives. Faced with ever increasing demands, managers are being asked to perform functions formerly in the realm of human resource and other departments. This program will provide you with a comprehensive toolkit of the major functions effective leaders perform: hiring, communicating, motivating, negotiating, teaming, evaluating, rewarding and creating a high performance culture. You will examine and learn the critical skills effective managers use to motivate and lead others, and how to foster group cohesiveness. For more information, [click here.](http://www.mccombs.utexas.edu/ExecED/Leading-High-Performance-Teams)

*Dates:* January 30-31, 2014; April 3-4, 2014 *Location:* AT&T Executive Education and Conference Center

*Cost:* $2,560 (Individual Course); $12,000 - [General Management Certificate](https://www.mccombs.utexas.edu:443/ExecED/Executive-Development-Certificates/General-Management-Certificate.aspx); $14,400 - [Project Management Certificate](http://www.mccombs.utexas.edu/ExecED/Executive-Development-Certificates/Project-Management-Certificate.aspx)

### Virtual Leadership: Leading Dispersed Teams

At a time of corporate belt tightening, people are traveling less and meeting less frequently with their fellow team members and leaders. Virtual teams are already a fact of the global marketplace as companies leverage talent spread across the world and technology allows better communication. This trend is increasing rapidly as travel restrictions lessen face-to face interaction. For more information, [click here.](http://www.mccombs.utexas.edu/ExecED/Virtual-Leadership.aspx)

*Date:*  June 5-6, 2014 *Location:* AT&T Executive Education and Conference Center

*Cost:* $2,560 (Individual Course); $12,000 - [General Management Certificate](https://www.mccombs.utexas.edu:443/ExecED/Executive-Development-Certificates/General-Management-Certificate.aspx)

*Contact*: 1-800-409-EXEC (3932)

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## University of Virginia

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### Leading Teams for Growth and Change

Prepare to lead in any situation. Engage in an experiential learning process and problem-solving framework that includes in-class case analysis, team application and hands-on rowing. Participants will develop strong sustainable leadership and teambuilding capabilities, experience the not-so-secret steps of taking a team to the highest level, learn to harness individual and team strengths with the strengths of others across the enterprise, and understand the interaction between leadership and team performance. For more information, [click here.](http://www.darden.virginia.edu/web/Executive-Education/Open-Enrollment-Program/Leadership-and-Change/Leading-Teams/)

*Dates:* February 17-21, 2014; June 2-6, 2014

*Location:* Charlottesville, Virginia

*Fee:* $7,900

*Contact Information:* Phone +1 877.833.3974 Email: [Darden\_Exed@darden.virginia.edu](mailto:Darden_Exed@darden.virginia.edu)

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## University of Wisconsin - Madison

### Leadership: Inspire the Best in Your People

Develop your business leadership thinking! During this advanced course for managers, you will observe and analyze what leaders do to get the best performance from their people in a variety of circumstances. Learn how leaders build and sustain credibility. Discover how to create and communicate a powerful vision that that sets a clear direction and inspires others to follow. Plus, you’ll receive helpful peer and instructor feedback on your leadership style. For more information, [click here.](http://exed.wisc.edu/Courses/Leadership-Inspire-the-Best-in-Your-People)

*Program Dates:* February 12-14, 2014; May 19-21, 2014

*Program Tuition:* $1,995

*Contact Number:* 608-441-7314

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### Success Under Duress: Emotional Intelligence, Conflict Management, and Negotiations

In this course, we will investigate a range of methods for alleviating sources of conflict and successfully addressing the underlying interests of all concerned. We will also examine a process for facilitating and resolving conflict between two parties. For more information, [click here.](http://exed.wisc.edu/Courses/Success-Under-Duress-Emotional-Intelligence-Conflict-Management-and-Negotiations)

*Program Dates:*  January 29-31, 2014; April 23-25, 2014

*Program Tuition:* $1,495

*Contact Number:* 608-441-7314

### The Manager’s Role as Leader

Great managers have excellent processes in place, build collaborative relationships, and understand their role in the company’s strategy. Outstanding managers recognize when to step beyond that role and lead—they know how to distinguish management from leadership. This course will enable you to confidently lead your team by understanding each situation, its context, and the people involved. For more information, [click here.](http://exed.wisc.edu/Courses/The-Managers-Role-as-Leader)

*Program Dates:* April 2-4, 2014

*Program Tuition:* $1,995

*Contact Number:* 608-441-7314

### Transition to Manager: A One-Week Boot Camp

The transition from individual contributor to people manager is one of the most difficult and risky transitions in anyone’s career. This course focuses on the process and principles that characterize excellence in people management and how to successfully make the transition from contributor to manager. Participants explore six essential conversations managers must master to get the best from their people, as well as foundational skills that separate great managers from good managers. For more information, [click here.](http://exed.wisc.edu/Courses/Transition-to-Manager-A-One-Week-Boot-Camp)

*Program Dates:* February17-21, 2014; June 2-6, 2014

*Program Tuition:* $2,995

*Contact Number:* 608-441-7314

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## Washington University in St. Louis

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### Leading Through Influence: Two Day Seminar

Exercising real leadership and leading positive change requires more than just a worthy goal or a good idea.  It also requires the skill of informal leadership: the ability to influence people both within and outside your chain of command in order to gain support and overcome resistance.  This session helps you understand and develop three key skills of informal leadership: navigating politics, understanding power and exercising influence. For more information, [click here.](http://www.olin.wustl.edu/EN-US/Events/Pages/Event.aspx?CID=983|Executive%20Programs%20Calendar&Referrer=http%3a%2f%2fwww.olin.wustl.edu%2fEN-US%2fExecutiveEducation%2fOPP%2fPages%2fUpcoming-Seminars.aspx)

*Dates:* November 4-5, 2014 *Location:* St. Louis, MO

*Cost:* $1,500

*Contact Number:* (314) 935-9494

### Negotiation and Conflict Management

Negotiation is a fundamental aspect of every manager's job.  This program will use individual assessments, complex business cases and hands-on experiential activities to address your strengths and limitations, enhancing your skills as a negotiator.  The objectives of the program are to develop a general framework that enables you to better prepare for and conduct a wide range of negotiations and to use negotiations to resolve difficult conflicts effectively and efficiently.  For more information, [click here.](http://www.olin.wustl.edu/EN-US/Events/Pages/Event.aspx?CID=954|Executive%20Programs%20Calendar&Referrer=http%3a%2f%2fwww.olin.wustl.edu%2fEN-US%2fExecutiveEducation%2fOPP%2fPages%2fUpcoming-Seminars.aspx)

*Date:* October 29, 2014

*Location:* St. Louis-Charles F. Knight Executive Education Center

*Fee:* $750

*Contact Number*: (314) 935-9494

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## Wharton—University of Pennsylvania

### Creating and Leading High-Performing Teams

Teams drive organizational progress. Yet forming and leading high-performance teams is one of the most complex challenges facing any leader. *Creating and Leading High-Performing Teams* combines the best insights from research and case studies, tested in the context of hands-on, experiential learning. The program places executives into team challenges in diverse settings — from rowing crew shells to the performing arts. These experiences will change the way you create and lead your own high-performing teams. For more information, [click here.](http://executiveeducation.wharton.upenn.edu/open-enrollment/leadership-development-programs/creating-leading-teams.cfm)

*Program Date:* June 9-13, 2014; October 6-10, 2014

*Program Tuition:* $9,400

*Contact Name:* Katrina S. Clark

*Contact Number:* 215-898-1776

*Contact Email –* [execed@wharton.upenn.edu](mailto:execed@wharton.upenn.edu)

### Leading and Managing People

How do you get people to follow your lead? Your success depends upon your ability to influence the actions of others. *Leading and Managing People* shows you how to use the fundamental principles of human behavior and communication to engage employees in serving your goals, by linking to their individual motivators. For more information, [click here.](http://executiveeducation.wharton.upenn.edu/open-enrollment/leadership-development-programs/leading-managing-people-program.cfm)

*Program Date:* Aprile 14-18, 2014

*Program Tuition:* $8,000

*Contact Name:* Katrina S. Clark

*Contact Number:* 215-898-1776

*Contact Email –* [execed@wharton.upenn.edu](mailto:execed@wharton.upenn.edu)

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## Xavier University

### Building Effective Teams

In this highly engaging and interactive program you will learn how to build, participate in and lead teams that are better able to make decisions, solve problems and achieve common goals—even when members have different information and opposing interests. Using examples of several different leadership approaches and proven techniques, Building Effective Teams will teach you how to optimize your team to achieve both long and short-term effectiveness. For more information, [click here.](http://xavierleadershipcenter.com/programs/building-effective-teams/)

*Dates:* April 15, 2014

*Costs*: $595

*Contact Number*: 513-745-1094.

*Location:* Xavier University, Cincinnati, Ohio

### Influencing Without Authority

*Influencing Without Authority* leverages the fact that—regardless of what we may think—most people make decisions (even complex technical and financial ones) based upon emotional factors.   The ability to connect with your peers, managers and direct reports on an emotional level is one of the keys to leading others, especially when you don’t have direct authority over what they do. For more information, [click here.](http://xavierleadershipcenter.com/programs/influencing-without-authority/)

*Dates:* March 26, 2014 *Costs:* $595

*Contact Number:* 513-745-1094 or [wallaces2@xavier.edu](mailto:wallaces2@xavier.edu)

*Location:* Xavier University, Cincinnati, Ohio

### Managing Conflict

Managing Conflict will help you conduct positive interactions with others, prevent time consuming mistakes and misunderstandings, quickly resolve complaints and conflict, and communicate effectively with just about anyone, anytime, anywhere. For more information, [click here.](http://xavierleadershipcenter.com/programs/managing-conflict/)

*Dates:* April 2, 2014 *Costs:* $595

*Contact Number:* 513-745-1094 or [wallaces2@xavier.edu](mailto:wallaces2@xavier.edu)

*Location:* XavierUniversity, Cincinnati, Ohio

### Train-the-Trainer: How Adults Learn

Ed Jones, nationally known facilitator of our Train the Trainer programs often advises participant, “Rather than being the ***sage*** *on the stage*, *consider being the* ***guide*** *on the side*.”  This is the key to adult learning – it’s about facilitating learning experiences, rather than telling what you know.  ***Train-the-Trainer: How Adults Learn*** helps you to develop a new, more energized and more effective style of training that speaks to adults in a way that is relevant. For more information, [click here.](http://xavierleadershipcenter.com/programs/train-the-trainer-how-adults-learn/)

*Dates:* February 24, 2014, July 14, 2014 *Costs:* $595

*Contact Number:* 513-745-1094 or [wallaces2@xavier.edu](mailto:wallaces2@xavier.edu)

*Location:* Xavier University, Cincinnati, Ohio

### Train-the-Trainer: Planning, Designing and Evaluating Training

***Train the Trainer: Planning, Designing & Evaluating Training*** helps you to develop a new, more energized and more effective classroom learning experience. You’ll learn how to save time and money during the design process.  And more importantly, you’ll add to, modify and edit one of your existing training programs so that it becomes a more learner-focused and results-oriented training design, and serves as a model for other training programs you develop. For more information, [click here.](http://xavierleadershipcenter.com/programs/train-the-trainer-planning-designing-evaluating-training/)

*Dates:* February 25-26, 2014; July 15-16, 2014 *Costs:* $995

*Contact Number:* 513-745-1094 or [wallaces2@xavier.edu](mailto:wallaces2@xavier.edu)

*Location:* Xavier University, Cincinnati, Ohio

### Train-the-Trainer: Proven Classroom Training Techniques

This is two days of heavy duty immersion learning — you will learn by doing and discover how to help your trainees do the same.  You’ll explore every stage of the facilitation process from icebreakers at the opening to action planning at the close.  You’ll learn at your own pace and face challenges geared toward your level of expertise. For more information, [click here.](http://xavierleadershipcenter.com/programs/train-the-trainer-proven-classroom-training-techniques/)

*Dates:* February 27-28, 2014; July 17-18, 2014 *Costs:* $995

*Contact Number:* 513-745-1094 or [wallaces2@xavier.edu](mailto:wallaces2@xavier.edu)

*Location:* Xavier University, Cincinnati, Ohio

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# ECQ 3: Results Driven

This core qualification involves the ability to meet organizational goals and customer expectations. Inherent to this ECQ is the ability to make decisions that produce high-quality results by applying technical knowledge, analyzing problems, and calculating risks.

## 

## BRODY Professional Development

### 

### Accountability: Four Keys to Manage Success 1:1 Coaching

In these times of tight budgets and greater demands, **every** team member must “own” their decisions and actions if the organization is to succeed as a whole. If you are noticing pockets of complacency, finger pointing, and blame within your group or your company — our program can help. This BRODY workshop will invigorate your team’s commitment and passion through an accountability audit and reinforce the principle of accountability as the linchpin to success. For more information, [click here.](http://www.brodypro.com/keynotes/accountability/)

*Dates*: All Dates TBD by participant

*Location*: See Below

*Cost*: $5,000 - $6,000 see below

*Registration*: Online Registration not available for this course, please see contact # below

*Phone*: 215.908.4601 or 215.886.1688

*Email*: [tina@brodypro.com](mailto:tina@brodypro.com)

**Investment: With Marjorie Brody, Owner (Based on location)**

$5,000 if client meets at the BRODY office in Jenkintown, PA – or

$6,000 if sessions are held at the client’s site/agreed upon location; plus reasonable trainer travel

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## Brookings Institution

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### Accountability for Results

This course discusses fundamental challenges in measuring for the purpose of improving organizational performance and shows you how to overcome these challenges. It also discusses how to identify and manage risk so leaders can make well-informed, effective, and timely decisions to improve performance. For more information, [click here.](http://www.brookings.edu/about/execed/programs/accountabilityforresults)

*Dates:*  June 10-12, 2014

*Location:* Brookings Institute (Washington DC)

*Cost:* $1,895

*Contact Information*: 800.925.5730

### 

### Leading Innovation and Creating New Value

*Leading Innovation and Creating New Value* will help you promote innovation and drive the creation of new value in your organization. It will also help you understand innovation and entrepreneurship as effective problem-finding and problem-solving processes. You will be acquainted with new tools to diagnose needs, and facilitate the transfer of this information into innovative products and services. For more information, [click here.](http://www.brookings.edu/about/execed/programs/leading-innovation/201303)

*Dates:*  TBA

*Location:* Brookings Institute (Washington DC)

*Cost:* $1,895

*Contact Information*: 800.925.5730

### Organizational Agility and Continual Learning

This class is designed to enhance your skills and competencies in leading organizational agility. Going beyond the assumption that all organizations learn in the same basic ways, this course explores the nature of learning in four fundamental forms of organization. You will learn techniques for facilitating learning in each of these contexts and how to apply these techniques effectively. For more information, [click here.](http://www.brookings.edu/about/execed/programs/orgagilitycontinuallearning/2014apr30)

*Dates:*  April 30 – May 1, 2014

*Location:* Brookings Institute (Washington DC)

*Cost:* $1,895

*Point of Contact:* Alexis-Clair Roehrich,

*Phone Number:* 202.797.2484

### 

### Problem Solving Through Critical Thinking

This course introduces critical thinking and helps leaders proactively manage their organizations and agencies for long-term success. A central focus is the difference between formulating problems and solving them. You will learn the specific process for formulating complex, ill-structured problems. You also will learn basic facilitation skills for helping groups engage in problem formulation and problem-solving activities. For more information, [click here.](http://www.brookings.edu/about/execed/programs/criticalthinking)

*Dates:*  April 23-24, 2014

*Location:* Brookings Institute (Washington DC)

*Cost:* $1,895

*Point of Contact:* Alexis-Clair Roehrich,

*Phone Number*: 202.797.2484

### Women's Leadership: Strategies for Success

Join other women who are either in—or on the fast-track to—senior federal leadership positions.  Through Women’s Leadership: Strategies for Success, you will capitalize on distinctive female strengths while avoiding potential pitfalls.  In a tailored, eight-month program, women from across many federal agencies will learn how to strengthen leadership qualities and explore the secrets of senior-level success while maintaining authenticity and balance. For more information, [click here.](http://www.brookings.edu/about/execed/programs/womensleadership/2014womensapr)

*Dates:*  April 23 – November 19, 2014

*Location:* Brookings Institute (Washington DC)

*Cost:* $4,275

*Point of Contact:* Katherine A. Rowbotham, Program Coordinator

*Phone Number*: 202.797.6166

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## Center for Creative Leadership

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### Leading for Organizational Impact: The Looking Glass Experience

This 5-day program enhances the ability of senior managers and executives to lead while balancing short-term and long-term strategic perspectives. For more information, [click here.](http://www.ccl.org/Leadership/loi)

*Dates:*  Greensboro: February 24-28, 2014/ March 24-28, 2014/ April 14-18, 2014/ June 2-6, 2014

San Diego: February 10-14, 2014/ March 3-7, 2014/ March 31-April 4, 2014/ May 19-23, 2014

*Cost:* $7,900

*Contact Information*: 1-336-545-2810

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## Columbia University

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### Leading Strategic Growth and Change

This program is a five-day program focused on growth initiatives within an organization; it utilizes the process of finding opportunities, launching new ventures, and leading necessary organizational changes to revitalize an organization. Participants learn how to thrive in rapidly changing and highly uncertain environments, gain insight into a current pressing change initiative within their own organization, and immediately begin to apply the learning to make rapid progress on the issue. For more information, [click here.](http://www8.gsb.columbia.edu/execed/program-pages/details/1/LSGC?sourceid=finder)

*Program Dates:* May 19-23, 2014; October 27-31, 2014

*Application Deadline:* Rolling Admission depending on space; pre-program assignments are due 2 weeks before the program start date

*Location:* Columbia University, NYC campus

*Cost:* $8,650

*Contact Number: 212.854.3395*

### Creating and Executing Breakthrough Strategy

This program helps you to gain a competitive edge by better understanding your customers, competitors, and industry trends. The program introduces you to the Strategic Learning process — a unique way of integrating strategic analysis, focus, alignment, and execution, and gives you practical guidelines for implementing new strategic directions. For more information, [click here.](http://www8.gsb.columbia.edu/execed/program-pages/details/34/CEBS?sourceid=finder)

*Dates:* May 4-9, 2014; November 9-14, 2014

*Location:* Dolce Norwalk Conference Center in Connecticut

*Cost:* $9,400

*Contact Number: 212.854.3395*

### Developing Leaders Program for Nonprofit Professionals

The program offers formal training in fundamental elements of strategic management, including how to use financial data for strategic decision making, and also covers critical areas in leadership, such as the planning and implementing of organizational change, negotiating effectively, and self-awareness. For more information, [**click here.**](http://www8.gsb.columbia.edu/execed/program-pages/details/65/DLP?sourceid=finder)

*Dates:* March 9 – 14, 2014

*Location:* Dolce Norwalk Conference Center in Connecticut

*Cost:* $4,000

*Contact Number:* 212.854.3395

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## Emory University

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### Critical Thinking and Decision Making

*Critical Thinking and Decision Making* is a two-day course that exposes participants to applied decision making frameworks designed to enhance creative and strategic abilities. This course aims to improve decision making by applying techniques that minimize risk and maximize impact and influence. For more information, [click here.](http://goizueta.emory.edu/executiveprograms/open_enrollment_programs/Decisions.html)

*Dates*: July 23-24, 2014

*Cost*: $1,995

*Contact Information: Phone*: 404.727.2200 *Email*: [ExecutiveEducation@emory.edu](mailto:ExecutiveEducation@emory.edu)

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## George Washington University

### Lean Six Sigma

Utilizing a blended learning approach that combines online delivery with individual coaching sessions and the development of a Lean Six Sigma project, course participants will learn to collect and analyze performance data, identify inefficiencies and problems, pinpoint the root causes of those problems, and institute new protocols to greatly improve processes. For more information, [click here.](http://cepl.cps.gwu.edu/lean-six-sigma-graduate-certificate-organization-performance-improvement).

***Dates*: Green Belt: August 26, Black Belt: January 14, 2014**

***Location*:** Online with real time coaching consultants

***Program Tuition*:  Green Belt Certification: $4,750; Black Belt Certification $4,950**

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## The Graduate School (DC)

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### [Managing for Results](http://www.grad.usda.gov/../../../course_details.php?cid=EXEC9913L)

Today's federal leaders are expected to plan for and measure performance to demonstrate that the agencies and programs they manage are viable and achieving results. Learn strategies to achieve measurable performance gains in your organization. Explore organizational issues affecting performance measurement, the balanced scorecard, accountability, entrepreneurial approaches to improvement, and how to manage stakeholder expectations. For more information, [click here.](http://www.graduateschool.edu/course_details.php?cid=EXEC9913L)

*Dates:* March 10-12, 2014/ June 16-18, 2014

*Location:* Washington, DC

*Tuition:* $1,595

*Contact Number*: 202-314-3300 or toll free (888-744-4723)

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## Harvard University

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### Driving Government Performance: Leadership Strategies that Produce Results

This program introduces the participants to a variety of proven strategies that have helped a diversity of public executives in a diversity of circumstances produce significant results. This Executive Education program clarifies the leadership principles that undergird these strategies and provides the participants with the opportunity to learn how they can adapt these principles to improve performance in their own organizations. For more information, [click here.](http://ksgexecprogram.harvard.edu/Programs/dgp/overview.aspx)

*Date:* March 23-28, 2014

*Application Deadline:* January 23, 2014

*Location:* Harvard Kennedy School-Executive Program (Cambridge, MA)

*Cost:* $6,900

*Contact*: 617-496-0484

### Senior Executive Fellows

The program does not teach answers to specific problems -- it provides a strategic approach to problem-solving. From the start, you'll take on a leadership role, discovering ways to look at issues from new perspectives. You'll learn how to generate a more diverse array of possible interpretations, and therefore, a wider range of possible solutions. Through class work, group work, and individual study, you'll practice strategic analysis daily, until it becomes a natural, ingrained response. For more information, [click here.](http://ksgexecprogram.harvard.edu/Programs/sef/overview.aspx)

*Dates:* April 13, 2014 - May 9, 2014/ October 12, 2014 - November 7, 2014

*Application Deadlines:* February 26, 2014, August 12, 2014

*Fees:* $19,800

*Contact*: 617-496-0484

### Leadership Decision Making: Optimizing Organizational Performance

**Leadership Decision Making: Optimizing Organizational Performance** offers important new insights into leadership based on breakthrough scientific discoveries about decision making. The goal of the program is to prepare participants with the skills to become effective ‘decision architects’, who design optimal decision making environments within their organizations and improve overall organizational performance. Tough decisions are the essence of leadership. Using the latest research, case study discussions, and real-time activities in the new Harvard Decision Science Laboratory, program participants will have the opportunity to examine both the scientific basis for and the practical aspects of judgment and decision making, and learn how to build lasting leadership skills that incorporate this knowledge. For more information, [click here.](http://ksgexecprogram.harvard.edu/Programs/ldm/overview.aspx)

*Dates:* June 22, 2014 - June 27, 2014

*Application Deadline(s):*  April, 2014

*Cost:* $6,900

*Contact*: 617-496-0484

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## Illinois Institute of Technology

### [**Entrepreneurship for IT Professionals**](http://www.gsb.stanford.edu/exed/eld/)

Any manager who wants to be able to evaluate the business model of his or her enterprise division, or expert who wants to use the technical knowledge he or she has developed in years of study and business practice should attend. The course is designed to help the business manager stop working for other people and start declaring economic independence. For more information, [click here.](http://www.iit.edu/cpd/professional_learning/information_technology_cert/IT-M581.shtml)

*Dates:* January 13-May 10, 2014

*Location:* IIT Main Campus, Chicago and ONLINE

*Cost: $2,450*

*Contact Number*: *312.567.5280*

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## Loyola University Chicago

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### Project Management Certificate Program

This program will improve participants' performance by providing industry-standard tools approved by the Project Management Institute (PMI®) to help successfully manage any type of project regardless of scope or industry. Focusing on the proven methodology behind effective project management, the program allows participants to practice these concepts in a project-based team environment. Time built into the program for sharing insights, past experiences, and best practices make the course even more relevant and applicable for all participants. For more information, [click here.](http://www.luc.edu/quinlan/executive-education/project-management-program/index.shtml)

*Dates*: March 10-14, 2014

*Location:* Loyola University Chicago, Water Tower Campus (Chicago, IL)

*Cost:* $3,300

*Contact*: 312-915-6761

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## MIT Sloan Business School

### 

### Business Dynamics: MIT’s Approach to Diagnosing and Solving Complex Business Problems

Through intensive, hands-on workshops and interactive experiments, participants will be exposed to the principles of systems thinking and practical methods for putting them into action. They will be introduced to a variety of tools, including mapping techniques, simulation models, and MIT’s management flight simulators, which they can apply to their own business environment as soon as they complete the program. Throughout the week, participants work in small groups and interact closely with the course leaders, Professors Sterman and Repenning. For more information, [click here.](http://executive.mit.edu/openenrollment/program/business_dynamics_mits_approach_to_diagnosing_and_solving_complex_business_problems/5)

***Dates:*** Jun 02-06, 2014

***Location:*** MIT Campus, Cambridge, Massachusetts

***Costs:*** $8,100 (excluding accommodations)

*E-mail:* [sloanexeced@mit.edu](mailto:sloanexeced@mit.edu)

### Driving Strategic Innovation: Achieving High Performance Throughout the Value Chain

Offered jointly with IMD, this program will combine marketing, product development, technology assessment, value-chain design, project execution, and talent management in an end-to-end roadmap for achieving breakthrough performance. It will demonstrate how to build organizational relationships that facilitate knowledge transfer, both within the firm and across the value chain. Using a dynamic and integrative value-chain framework created at MIT, participants will gain the capability to position their organizations for future growth. For more information, [click here.](http://executive.mit.edu/openenrollment/program/driving_strategic_innovation_achieving_high_performance_throughout_the_value_chain/12)

***Dates:*** Mar 23-28, 2014/ Sep 07-12, 2014

***Location:*** March 2014: IMD, Lausanne, Switzerland; September 2014: MIT, Cambridge, Massachusetts

***Costs:*** April 2013 at IMD: CHF 11,500 (excluding accommodations), September 2013 at MIT: $11,500 (excluding accommodations)

*E-mail:* [sloanexeced@mit.edu](mailto:sloanexeced@mit.edu)

### Understanding and Solving Complex Business Problems

This program will introduce participants to “systems thinking” as a response to the rapid changes in technology, population, and economic activity that are transforming the world, and as a way to deal with the ever increasing complexity of today's business. Systems thinking was devised to improve people's ability to manage organizations comprehensively in a volatile global environment. It offers managers a framework for understanding complex situations and the dynamics those situations produce. Senior managers can use the system dynamics method to design policies that lead their organizations to high performance. The program is intended to give participants the tools and confidence to manage organizations with full understanding and solid strategy. For more information, [click here.](http://executive.mit.edu/openenrollment/program/understanding_and_solving_complex_business_problems/36)

***Dates:*** March 11-12, 2014/ June 24-25, 2014/ November 06-07, 2014

***Certificate Track:*** [Management and Leadership](http://executive.mit.edu/executivecertificates/management)

***Location:*** Cambridge, Massachusetts

***Costs:*** $2,900 (excluding accommodations)

*E-mail:*[sloanexeced@mit.edu](mailto:sloanexeced@mit.edu)

### Fundamentals of Finance for the Technical Executive

This program is designed for executives who manage project teams and departments, and technical professionals involved with R&D, product and software design, engineering, and other scientific and technical work. No advanced quantitative skills are required, but participants should bring calculators. For more information, [click here.](http://executive.mit.edu/openenrollment/program/fundamentals_of_finance_for_the_technical_executive/16)

***Dates:*** June 24-25, 2014/ November 11-12, 2014

***Location:*** Cambridge, Massachusetts

***Tuition:*** $2,900 (excluding accommodations)

*E-mail:*[sloanexeced@mit.edu](mailto:sloanexeced@mit.edu)

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## 

## Northwestern University

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### The Customer Focused Organization: Critical Steps in Achieving and Sustaining Focus

This program will develop key steps a leader takes beginning with a clear definition of the customer focus end state, the development of a marketing strategy, and the organization’s design to support the strategy. The program also discusses various change methods contingent on the company’s starting point and the mind-set of its senior management. For more information, [click here.](http://www.kellogg.northwestern.edu/execed/Programs/FOCUS.aspx)

*Dates:* May 12-15, 2014 / November 10-13, 2014

*Costs:* $6300

*Contact Number:* 847-467-7000

### The Science of Lean Six Sigma Operations

Generate a sustainable advantage in cost, quality, speed, and customer service to achieve world-class performance. Using real-world case studies, group workshops, and animated computer simulation models, you explore a framework for diagnosing, improving, and designing effective processing systems and for identifying leverage points with the greatest impact on the bottom line. For more information, [click here.](http://www.kellogg.northwestern.edu/execed/programs/TECH09/index.htm)

*Dates:* February 19-21, 2014

*Costs:* $4,000

*Contact Number:* 847-467-7000

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## Penn State University

### 

### Designing and Leading Competitive Supply Chains

This program is targeted for senior-level executives charged with design and orchestration of complex supply chain systems. Participants learn practices that enhance supply chain speed, flexibility, and competitive differentiation. Topics include: Financial imperatives for design, global view on supply chains, intersection of operations and technology, strategic procurement, network design. For more information, [click here.](http://www.smeal.psu.edu/psep/open/designingsc/designing-and-leading-competitive-supply-chains-3)

*Date*: September 23-25, 2014

*Location:* Executive Education Center, University Park Campus

*Fees:* $4,950

*Contact*: 1-800-311-6364 or psep@psu.edu

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## Skillsoft: eLearning and Performance Support Solutions

[Skillsoft](http://skillsoft.com/) is a pioneer in the field of learning with a long history of innovation. Skillsoft provides cloud based learning solutions for its customers worldwide, ranging from global enterprises, government, and education to mid-sized and small businesses. Skillsoft's customer support teams draw on a wealth of in-house experience and a comprehensive learning e-library to develop off-the-shelf and custom learning programs tailored to cost-effectively meet customer needs. Skillsoft's courses, books and videos have been developed by industry leading learning experts to ensure that they maximize business skills, performance, and talent development. [Skillsoft](http://skillsoft.com/) maintains mappings for a variety of competency models. These mappings help to direct the individual learner to specific Skillsoft learning assets that are directly aligned with the particular subject area and training requirements. Nearly 500 hours of e-learning assets, 1,000 online books and book summaries, and 200 videos are aligned to the OPM Guide to Senior Executive Service Qualifications (ECQ’s).

### 

### Skillsoft OPM-ECQ Results Driven *Content Summary:*

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | **Courses & Simulations** | | **Books** | **Videos** |
|  | **Hours** | **Assets** |  |  |
| **ECQ #3-RESULTS DRIVEN** | **131.3** | **118** | **209** | **46** |
| Accountability | 23.1 | 30 | 33 | 6 |
| Customer Service | 62.7 | 40 | 46 | 5 |
| Decisiveness | 25.1 | 24 | 56 | 11 |
| Entrepreneurship | 9.3 | 11 | 26 | 20 |
| Problem Solving | 11.1 | 13 | 42 | 4 |
| Technical Credibility | 0 | 0 | 6 | 0 |

[Click here](https://community.skillsoft.com/USGOV/Competency_public.asp) for a complete list of assets and descriptions specific to each ECQ competency.

*Dates:* Available 24x7x365

*Location:* Web-enabled content available with internet connectivity

*Cost:* Most US Federal agencies are currently licensed for a range of Skillsoft learning assets that can support Leadership Development initiatives. Please contact your organization’s Training Administrator for specific information and access.

*More Information:*  <https://community.skillsoft.com/USGOV/Competency_public.asp>  
  
[Click here](https://community.skillsoft.com/USGOV/Competency_public.asp) for resources related to OPM’s Federal Supervisory Training

Email [*LeadershipTraining@Skillsoft.com*](mailto:LeadershipTraining@Skillsoft.com)for additional guidance.

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## Southern Methodist University

### Formulating & Implementing Exceptional Business Strategy

In a challenged economy more than ever, success depends on leaders who can accurately assess the competitive environment, develop sound, innovative strategy and take their plans from idea to action. This concentrated two-day course for executives and managers covers the entire scope of strategic planning—from the seminal concepts of Andrews, Drucker and other leading strategists to the secrets of helping your organization recapture its entrepreneurial spirit. You’ll review the fundamentals of segmentation, targeting and positioning—the marketing backbone for success. You’ll learn how to assess your organization’s resources, processes and values—and how to achieve competitive advantage through targeted innovation in your products and services. You’ll understand the core principles and processes that drive effective planning and gain powerful skills you can put to work in your own business tomorrow. For more information, [click here.](http://www.cox.smu.edu/web/executive-education/exceptional-business-strategy)

*Program Dates*: March 19-20, 2014

*Program Location*: Dallas, TX

*Program Tuition*: $2,195

*Contact Number*: 214-768-3335

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## University of California Berkeley

### 

### Leadership for Entrepreneurs

Learn to adapt your leadership style to enhance the growth potential of your business as it transitions through its startup, infrastructure development and enterprise-scale phases. Understand how to use transformational pyramids to create differential advantage for employees, customers and investors, and apply this analysis to your business model. This class is taught in a combination lecture and active discussion format and includes interactive exercises, small group work, simple case studies and group problem-solving sessions. For more information, [click here.](http://extension.berkeley.edu/search/publicCourseSearchDetails.do?method=load&courseId=40412)

*Dates:* TBD

*Location:* San Francisco, CA

*Cost:* $750

*Contact Number:* 510-642-4231

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### Performance Evaluations: Measuring Goals and Outcomes

Learn critical information and explore strategies and techniques for ensuring a successful Performance Evaluation. Gain tips to overcome the difficulty of giving negative feedback, and discover the power of utilizing a participative style of leadership to obtain desired results. Understand the role of developing meaningful goals with a take-away of eight questions for evaluating the quality of goals set. Learn how to measure the outcome of goals by developing a set of mutually established standards within a framework of ongoing employee development and corrective action. For more information, [click here.](http://extension.berkeley.edu/search/publicCourseSearchDetails.do?method=load&courseId=40151)

*Dates:* April 24, 2014

*Location:*  Berkeley, CA Room 208, UC Berkeley Extension, 1995

*Cost:* $295

*Contact Number:* 510-642-4231

Strategic Problem Solving

In this program you will learn and practice fundamental skills of strategic problem solving. Understand how to approach business problems in a structured and efficient way that is based on the problem solving techniques of the top tier consulting firms. Focus on a variety of tactics used to enhance communication, persuasion and build trust within teams and senior management. For more information, [click here.](http://extension.berkeley.edu/search/publicCourseSearchDetails.do?method=load&courseId=40163)

*Dates:* May 30-31, 2014

*Application Deadline:* May 16, 2013

*Location:* San Francisco, CA

*Cost:* $525

*Contact Number:* 510-642-4231

### Tackling Tough Issues in the Workplace

Given the pace of work, pressures to perform and the resulting stress and burn-out common in today’s workplace, it’s not surprising that productivity suffers; performance declines, teams falls apart and leaders often get the blame. Using tools and strategies explored in this workshop, you learn to tackle and resolve long-standing issues, improve performance, strengthen relationships, and make progress even in “hopeless” situations. For more information, [click here.](http://extension.berkeley.edu/search/publicCourseSearchDetails.do?method=load&courseId=40164)

*Dates:*  May 19, 2014

*Location:*  San Francisco, CA Room 800, UC Berkeley Extension Downtown Center

*Cost:* $295

*Contact Number:* 510-642-4231

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## University of Maryland College Park

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### The Advanced Executive Coaching Certificate Program

The Advanced Executive Coaching Program at the University of Maryland’s Robert H. Smith School of Business focuses on the knowledge and advanced competencies required to effectively coach senior leaders within the context of today’s global business environment. The course builds on core coaching competencies and takes Executive Coaching to the next level. Designed by Smith faculty and experienced executive coaches, it provide aunique coach learning experience. For more information, [click here.](http://www.rhsmith.umd.edu/coaching/)

*Dates:*  Five two-day seminars (9am to 5pm) including a capstone experience at Gettysburg.

*Location:*  Robert H. Smith School of Business Suite in the Ronald Reagan Building and International Trade Center at 1300 Pennsylvania Avenue NW in downtown Washington, D.C.

*Cost:* $4,900 for 10 program days

*Contact Number:* 301-229-6561

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## University of Michigan

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### The Michigan Executive Program

Our Executive Program isn't for the faint of heart, and it certainly isn't for the mediocre. This intense, content-rich program provides a deep and comprehensive understanding of management and leadership across all areas of business. In our program, you learn to adapt to challenges quickly, explore policies, think more critically and update your management skills and styles to lead your company to compete in the global marketplace. Throughout the program, your learning is enriched by engaging analyses, provocative discussions, group presentations and computer simulations—with you as an active leader of your own learning process. For more information, [click here.](http://execed.bus.umich.edu/Programs/The-Michigan-Ross-Executive-Program.aspx)

*Dates:* Apr 27 – May 16, 2014

*Location:* Ann Arbor, MI

*Fees:* $31,500

*Contact*: 734-763-1000

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## University of Minnesota

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### Operational Excellence

Achieving measurable breakthroughs in operational performance is accomplished by delivering superior products and processes in the eyes of your external and internal customers at the lowest possible cost. In this three-day program, you will develop in-depth, hands-on knowledge of improvement methodologies, know when and how to use each method, and how to combine them into a systematic approach to take your operation to the next level, and the level after that. The instructor will use examples from numerous major industries in the manufacturing, service, software, and other sectors. For more information, [click here.](http://www.csom.umn.edu/executive-education/operational-competitive-advantage.html)

*Dates:* TBA

*Fee:* $3,000

*Location:* University of Minnesota

*Contact:* 612-625-5412

### Power and Influence: Strategically Managing Business Relationships

Successful leaders and communicators must not only make the right decisions—they must also influence others to support and execute those decisions. Discover the tools to immediately build a power base, leverage your existing skills, and strategically move others in the right direction. You will learn the practical tools to become more powerful and influential in your dealings with coworkers, managers, and partners. Through a mix of lecture, discussion, and experiential exercises, you will master the tools to be able to mobilize entire teams, departments, and organizations. For more information, [click here.](http://www.csom.umn.edu/executive-education/power-and-influence.html)

*Dates:* May 14-15, 2014

*Fee:* $2,500

*Location:* University of Minnesota

*Contact:* 612-625-5412

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## University of North Carolina at Chapel Hill

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### Strategic Planning and Business Decision Making

This program has been designed to equip executives with the advanced strategic planning and business decision making skills they need to excel as multifaceted leaders in today’s dynamic business world. The first part of the program takes managers and business owners through a strategic planning process that was developed by the program leaders and is used successfully today in over 100 firms. Participants start by examining each of the steps in the strategic planning process, observing how and why other companies have either succeeded or failed in the planning process, and they leave with a strategic planning template that has stood the test of time for mid-sized companies. The second part of the program focuses on how managers can incorporate strategic business decision making in their day-to-day operations. The topics in the business decision making portion of the program were chosen because decision making under uncertainty is the norm rather than an exception in the 21st century. Managers increasingly have to make important business decisions when information is incomplete and the future is murky. This is further complicated by the fact that technology and globalization are ensuring that no source of competitive advantage remains sustainable. The only way firms can continue to grow and prosper is through continuous innovation; however, companies must also constantly revisit their roots and original corporate vision to ensure that the domain of activities in which they participate remains relevant. For more information, [click here.](http://www.kenan-flagler.unc.edu/executive-development/open-enrollment/programs/strategic-planning)

*Dates:* December 9-11, 2014

***Fees:*** $3,700

*Location*: The Rizzo Conference Center; Chapel Hill, North Carolina

*Contact*: Phone 1-800-UNC-EXEC; Email [unc\_exec@unc.edu](mailto:unc_exec@unc.edu)

### Talent Management Institute

In a complex environment, superior talent remains the surest path to sustained competitive advantage.  Yet organizations are finding that traditional approaches to talent building are falling short of expectations. The Talent Management Institute has been designed to build the skills and capabilities of HR and Talent Management leaders and provide them with the tools necessary to design and execute a flawless talent management strategy so that their impact on the organization is meaningful and significant. For more information, [click here.](http://www.kenan-flagler.unc.edu/executive-development/open-enrollment/programs/talent-management)

*Dates:* February 24-27, 2014 / July 28-31, 2014 / November 17-20, 2014

***Fees:*** $4,900

*Location*: The Rizzo Conference Center; Chapel Hill, North Carolina

*Contact*: Phone 1-800-UNC-EXEC; Email [unc\_exec@unc.edu](mailto:unc_exec@unc.edu)

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## University of Richmond

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### Strategic Project Management

Whether it’s launching a new product or a global communication system, developing software or constructing a building, it’s your job as a project manager to make it all happen. Project management takes a special set of tactical and practical management skills to carry out this kind of responsibility. This workshop will give you the skills and training you need in all of the critical phases of managing people and projects successfully. The emphasis is on real-world, practical applications developed through years of hands-on experience in world-class, multinational organizations. For more information, [click here.](http://robins.richmond.edu/executive-education/course-list.html)

*Dates:* March 19-21, 2014

*Fees:* $1,425

*Contact:* (804) 289-8019 or [execed@richmond.edu](mailto:execed@richmond.edu)

*Registration deadline:* March 5, 2014

### 

### Advanced Project Management

In this intensive three-day workshop, you will step beyond the essentials of project management and deal with real problems that result from changes during a project’s life cycle. You will work through the process of bringing an actual project to completion with minimal impact on overall performance, budget and schedule objectives. This is a true, hands-on experience. No lectures. No theory. You will work with other attendees to address and resolve actual project management obstacles.

Prerequisite: Strategic Project Management and Project Risk Management. For more information, [click here.](http://business.richmond.edu/executive-education/course-list.html)

*Dates:* April 30-May 2, 2014 / June 23-25, 2014

*Fees:* $1,425

*Contact:* (804) 289-8019 or [execed@richmond.edu](mailto:execed@richmond.edu)

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## University of Texas

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### Managing Project Execution

This course will teach you to direct the execution phase to a successful conclusion. After building the proper cultural environment, the manager will be able to monitor progress and intervene only when and where necessary. Scope is controlled through a change control process that is scaled appropriately to the level of definition. And various conflict resolution modalities are brought into play when problems cannot be avoided through early detection and recovery planning. For more information, [click here.](https://www.mccombs.utexas.edu/ExecED/Executive-Development-Certificates/Project-Management-Certificate/Managing-Project-Execution.aspx)

*Date:* March 3-4, 2014 *Location:* The University of Texas at Austin

*Cost:* $2,560 (Individual Course);$14,400 - [Institute for Managerial Leadership](http://www.mccombs.utexas.edu/ExecED/Executive-Development-Certificates/Institute-Managerial-Leadership.aspx) Certificate *(includes materials, lunches and breaks.)*

*Application Deadline*: Early registration is encouraged. Class size is limited and may fill to capacity. We request registrations with payment at least 3 weeks in advance of the program start date

### Planning the Successful Project

To develop a robust execution plan that captures the cost, schedule and resource requirements in the face of significant risk and uncertainty. The participant will be able to identify and address risks at the proper level using a comprehensive risk management process. The potential impact on cost and schedule is described using range estimates and mitigated through a contracting strategy that allocates risks appropriately. For more information, [click here.](http://www.mccombs.utexas.edu/ExecED/Executive-Development-Certificates/Project-Management-Certificate/Planning-Successful-Project.aspx)

*Date:*  April 8-9, 2014 *Location:* The University of Texas at Austin

*Cost:* $2,560 (Individual Course);$14,400 - [Institute for Managerial Leadership](http://www.mccombs.utexas.edu/ExecED/Executive-Development-Certificates/Institute-Managerial-Leadership.aspx) Certificate *(includes materials, lunches and breaks.)*

*Application Deadline*: Early registration is encouraged. Class size is limited and may fill to capacity. We request registrations with payment at least 3 weeks in advance of the program start date

### Strategic Decision Making

Uncertainty and complexity make many decisions difficult, especially those involving R&D projects, new products and new ventures. This program provides an introduction to decision and risk analysis – the systematic evaluation of decision problems involving uncertainty. Decision and risk analysis provide a framework for analyzing decision problems by breaking them down into more manageable parts and explicitly considering the possible alternatives, available information, and the relevant preferences of the decision makers. We will discuss methods for structuring and modeling decision problems, and apply these methods to a variety of problems that involve risk and uncertainty. For more information, [click here.](https://www.mccombs.utexas.edu/ExecED/Strategic-Decision-Making.aspx)

*Date:*  February 4-5, 2014

*Location:* AT&T Executive Education and Conference Center Austin, Texas

*Cost:* $2,560 (Individual Course);$14,400 - [Institute for Managerial Leadership](http://www.mccombs.utexas.edu/ExecED/Executive-Development-Certificates/Institute-Managerial-Leadership.aspx) Certificate; $14,400 - [Project Management Certificate](https://www.mccombs.utexas.edu:443/ExecED/Executive-Development-Certificates/Project-Management-Certificate.aspx) *(includes materials, lunches and breaks.)*

*Contact*: 1-800-409-EXEC (3932)

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## University of Virginia

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### Leading Organizational Effectiveness

As business landscapes transform and evolve, efficiency strategies and the ability to smartly manage effective organizations also advance. Creating and sustaining a culture of high performance, and leading organizational effectiveness across the enterprise, are a few of the most complex challenges facing leaders. A proven best practice for making a workforce a success stems from a participative design process that includes a strategic, intertwined focus on people, process, and perspective. Through the program *Leading Organizational Effectiveness*, managers will understand the systems thinking necessary to integrate disciplines of performance improvement, customer focus, learning, and change. For more information, [click here.](http://www.darden.virginia.edu/web/Executive-Education/Open-Enrollment-Program/Leadership-and-Change/Organizational-Effectiveness/)

*Date:* TBA

*Location:* Darden School of Business, Charlottesville, Virginia

*Cost:* $9,100 per person.

*Contact Number:* 434-924-3000

### 

### Management Development Program: Driving Vision, Action, and Results

Ambitious professionals and their organizations understand that management in today’s environment does not mean doing more of the same. These growth and global minded businesses prepare middle management executives to become more effective leaders who possess broad, strong business knowledge. Providing an enterprise-wide, performance-driven perspective, the *Management Development Program (MDP)* examines key business issues and solutions that are necessary to be successful in an increasingly dynamic business environment. By developing a broad understanding of the enterprise and the connectivity of business activity, *MDP* provides an opportunity for participants to focus on and drive actions that will enhance organizational effectiveness and drive superior bottom-line results. For more information, [click here.](http://www.darden.virginia.edu/web/Executive-Education/Open-Enrollment-Program/General-Management/MDP/)

*Dates*:May 12-23, 2014

*Location*: The Inn at Darden located on the North Grounds of the University of Virginia

*Cost*: $19,500 per person.

*Contact Number:* 434-924-3000

### Servant Leadership: A Path to High Performance

All organizations strive for consistent high performance. Realistically, few achieve it. Many of the successful companies operate under a leadership principle known as “servant leadership.” These organizations and their leaders enable high employee engagement that results in extraordinary performance. The behaviors of these leaders, including the harmonious consistency among their attitudes, words, and actions, help create an organizational family that is highly accountable to each other in the pursuit of daily excellence—excellence that is both meaningful and value-creating. For more information, [click here.](http://www.darden.virginia.edu/web/Executive-Education/Open-Enrollment-Program/Leadership-and-Change/Servant-Leadership--A-Path-to-High-Performance/)

*Dates:* November 10-15, 2013

*Location*: Darden School of Business, Charlottesville, Virginia

*Fee:* $8,900 per person.

*Contact Number*: 434-924-3000

### Strategic Thinking and Action

Strategic Thinking and Action focuses on strategic thinking for competitive response in a world of uncertainty and constant industry transformation. Particular attention is given to competing effectively in today’s connected world. Throughout the program, the themes are applied to firms in a variety of industries that face growth and profit pressures, and run the risk of being challenged or threatened by new competitors with evolving business models. For more information, [click here.](http://www.darden.virginia.edu/web/Executive-Education/Open-Enrollment-Program/Strategy/Strategic-Thinking-and-Action/)

*Date:* March 24-28, 2014

*Location*: Darden School of Business, Charlottesville, Virginia

*Cost:* $7,750 per person.

*Contact Number*: 434-924-3000

### Power and Leadership: Getting Below the Surface

Are you ready to stretch your leadership thinking and capabilities? Through *Power and Leadership: Getting Below the Surface*, you will explore the differences between coercive, power-based leadership and deeper “level three” leadership. Integrated themes incorporate a powerful leadership model that includes personal characteristics, strategic thinking, abilities in influencing others, creating inspiring organizational designs, and principles of leading change to provoke your thoughts about leadership. You will see how to build trust, influence face-to-face, lead change, and how to become a more influential manager. The program includes a half-day of experiential learning exercises and a day-long simulation on managing change, blending fresh learning techniques with practical business, and some theory. This course will help transform your view of leadership, your influence capabilities, and elevate your contribution in your current and future roles. For more information, [click here.](http://www.darden.virginia.edu/web/Executive-Education/Open-Enrollment-Program/Leadership-and-Change/Power-and-Leadership/)

*Dates:* April 6-11, 2014

*Location*: Darden School of Business, Charlottesville, Virginia

*Cost:* $9,100 per person.

*Contact Number*: 434-924-3000

### Strategic Decision Making

Executives who excel at strategic decision making possess a thorough understanding of the tools available for analyzing problems, especially those involving risk and uncertainty. They are also able to overcome hurdles for analysis, examine methods for structuring and model decision dilemmas and an understanding of how to apply these methods to a variety of challenges. For more information, [click here.](http://www.darden.virginia.edu/web/Executive-Education/Open-Enrollment-Program/Decision-Making/Strategic-Decision-Making/)

*Date:* March 24-28, 2014

*Location*: Darden School of Business, Charlottesville, Virginia

*Fee:* $7,750 per person.

*Contact Number*: 434-924-3000

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## University of Wisconsin - Madison

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### Business Process Improvement Using Lean Six Sigma and Performance Metrics

Are complex problems bogging down your business? Are redundant and inaccurate data systems making life miserable for you and your customers? Take the first step toward an integrated approach to complex business problem solving. This foundation course in Six Sigma uses a data-driven, scientific method-based, step-by-step approach that can create dramatic performance improvements for your organization. After completing this course and its exam, you will be Six Sigma Yellow Belt certified. For more information, [click here.](http://exed.wisc.edu/Courses/Business-Process-Improvement-Using-Lean-Six-Sigma-and-Performance-Metrics)

*Date:* March 10-12, 2014; June 2-4, 2014; September 10-12, 2014

*Cost:* $1,995

*Contact Number*: 608-441-7308

### Creating a Culture of Innovation

Adapt to changing realities in order to thrive! This course defines skills required for diagnosing individual and organizational responsiveness to change, and explores innovativeness in product development and customer value delivery. The course takes a unique layered approach to innovation. It starts with a personal self-examination of your own creativity and leadership as inputs into a culture of innovation. Next, it progresses to tools for innovating customer value. Finally, it ends with insights into building and sustaining organizational innovation. For more information, [click here.](http://exed.wisc.edu/Courses/Creating-a-Culture-of-Innovation)

*Date:* March 24-16, 2014

*Cost:* $1,995

*Contact Number*: 608-441-7314

### Defining and Managing Business Requirements

This course focuses on a requirements management process that contributes to project success. Using a real case for a workshop exercise, you will practice defining the real problem, assessing the impact on the business, and identifying and managing stakeholders’ expectations. We will practice using various elicitation tools and techniques to discover real requirements that contribute to deliverable solutions, solutions that produce desired business outcomes. You will learn how to develop itemized deliverable lists and how to discover overlooked requirements. We will discuss requirements verification, traceability, and change management. Finally, you will realize how to prioritize and select the best requirements solutions and present those solutions in a business case format. For more information, [click here.](http://exed.wisc.edu/Courses/Defining-and-Managing-Business-Requirements)

*Date:* February 17-19, 2014; May 5-7, 2014; September 15-17, 2014

*Cost:* $1,995

*Contact Number*: 608-441-7308

### Project Management: Planning, Scheduling, and Control

This project management course teaches techniques that will help you plan, implement, and complete projects with desired results…on time and within budget. Learn how to use project management systems and tools to create clear project missions and goals. Learn to accurately estimate project time and costs, employ project quality management, schedule and allocate time-critical resources, and establish feedback systems for project control. For more information, [click here.](http://exed.wisc.edu/Courses/Project-Management-Planning-Scheduling-and-Control)

*Date:* February 10-12, 2014; March 17-19, 2014; April 28-30, 2014

*Cost:* $1,995

*Contact Number*: 608-441-7308

### Project Portfolio Management

During the course, you will learn about using appropriate project selection criteria, prioritizing projects, preventing "problem projects" from making it into a program or portfolio and determining when to terminate an existing project from either a program or a portfolio. You will learn about managing stakeholder expectations, coordinating multiple project managers working within a program or portfolio and manage resource conflicts among projects. You will learn how to prepare and communicate executive briefs on the performance of projects at the program or portfolio level and to define, track and report benefits for deliverables. For more information, [click here.](http://exed.wisc.edu/Courses/Project-Portfolio-Management)

*Date:* March 6-7, 2014

*Cost:* $1,495

*Contact Number*: 608-441-7308

Quantitative Methods for Process ImprovementAnalysis of quantitative information is important to any business problem, and especially so for Six Sigma projects. This online course gives participants the knowledge and the tools to dissect complicated business problems and provide quantitative analysis to problems instead of relying on intuition and instincts. Part of the course involves role play in which the learner is assigned to be a consultant to a multifaceted resort hotel business. Step by step, this multimedia program gives the participant the knowledge and tools needed to satisfy the hotel manager's demands for information and analysis. Most learners complete the program in **approximately 20 to 30 hours**, depending on the number of problems performed and previous experience with the topics discussed. For more information, [click here.](http://bus.wisc.edu/cped/courses-for-individuals/course-finder/quantitative-methods-for-process-improvement-online-self-paced#enroll)  
  
*Date:* Self-paced

*Cost:* $895

*Contact Number*: 608-441-7308

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## Wharton—University of Pennsylvania

### Advanced Management Program

AMP is an immersive five-week program based on real-time business dynamics, economic challenges and opportunities, global trends, and market shifts. AMP faculty – expert thought leaders in the world of business – go well beyond historical case studies to explore current conditions, the latest research, and best practice. The knowledge shared is reinforced and challenged through guided practice, simulation, reflection, team coaching, and peer mentoring. For more information, [click here.](http://executiveeducation.wharton.upenn.edu/open-enrollment/senior-management-programs/Advanced-Management-Program.cfm)

*Program Date:* June 1 - July 4, 2014; September 28 - October 31, 2014

*Program Tuition:* $55,000

*Contact Name:* Katrina S. Clark

*Contact Number:* 215-898-1776

*Contact Email –* [execed@wharton.upenn.edu](mailto:execed@wharton.upenn.edu)

### Making Strategy Work: Leading Effective Execution

We focus on looking ahead by using real-time case studies with current strategy implementation techniques. You will get a broad perspective of overall strategy formulation and implementation. You will develop clear, measurable incentives and tie them directly to strategic performance. Very few MBA courses address cross-functional issues related to implementation or the framework for thinking about implementation; this course is designed to fill that gap. Faculty will also be available to give feedback on a business plan you bring. For more information, [click here.](http://executiveeducation.wharton.upenn.edu/open-enrollment/strategy-management-programs/making-strategy-work.cfm)

*Program Date:* April 7-11, 2014; September 8-12, 2014

*Program Tuition:* $9,700

*Contact Name:* Katrina S. Clark

*Contact Number:* 215-898-1776

*Contact Email –* [execed@wharton.upenn.edu](mailto:execed@wharton.upenn.edu)

### Strategic Marketing Essentials

Using both quantitative and qualitative methods in lectures, case studies, and hands-on exercises, you will gain a better understanding of your customers and the role of marketing throughout the organization. The program is taught by the professors who teach the core marketing courses in Wharton’s top-ranked MBA program. In the evening, small groups work together to gain hands-on practice in applying theories and tactics discussed during the day, such as evaluating new business opportunities, forecasting, measuring consumer preferences, and discussing methods for setting pricing. For more information, [click here.](http://executiveeducation.wharton.upenn.edu/open-enrollment/marketing-sales-programs/essentials-of-marketing.cfm)

*Program Date:* April 6-11, 2014

*Program Tuition:* $9,250

*Contact Name:* Katrina S. Clark

*Contact Number:* 215-898-1776

*Contact Email* – [***execed@wharton.upenn.edu***](mailto:execed@wharton.upenn.edu)

### Strategic Thinking and Management for Competitive Advantage

*Strategic Thinking and Management for Competitive Advantage* helps you meet, head on, the challenge of building strategy. It distills and applies the latest strategic insights and approaches and helps you accurately assess the competition in your industry. You will learn to create coherent and forceful strategies for your future and get the opportunity to apply these concepts to your own strategic plan. For more information, [click here.](http://executiveeducation.wharton.upenn.edu/open-enrollment/strategy-management-programs/strategic-thinking-competitive-advantage.cfm)

*Program Date:* March 24-28, 2014

*Program Tuition:* $10,000

*Contact Name:* Katrina S. Clark

*Contact Number:* 215-898-1776

*Contact Email –* [execed@wharton.upenn.edu](mailto:execed@wharton.upenn.edu)

### Executive Development Program

The Executive Development Program is designed to increase the business skills and leadership capabilities of managers who lead key parts of the business and form the pool of future top leadership of the organization. Wharton's Executive Development Program uses a multidimensional approach of lectures, small/large group discussion, case study, role playing, a leadership workshop, and a strategy simulation to provide new insights and give participants opportunities to apply them. A team of faculty, experts in diverse business disciplines, provides in-depth knowledge in core business areas. Participants are encouraged to apply these insights from the program to their own organizations in daily application sessions. For more information, [click here.](http://executiveeducation.wharton.upenn.edu/open-enrollment/senior-management-programs/Executive-Development-Program.cfm)

*Program Date:* March 16-28, 2014; May 4-16, 2014

*Program Tuition:* $26,000

*Contact Name:* Katrina S. Clark

*Contact Number:* 215-898-1776

*Contact Email –* [execed@wharton.upenn.edu](mailto:execed@wharton.upenn.edu)

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# ECQ 4: Business Acumen

This core qualification involves the ability to manage human, financial, and information resources strategically.

## American University

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### Key Senior Program Manager Certificate

The curriculum of the Key Executive Leadership Certificate is based on the Executive Core Qualifications developed by the Office of Personnel Management. Key certificate students learn the skills and advance their knowledge in the five areas identified by OPM as critical to success in the Senior Executive Service. With the certificate program, Key students are well on the road to leadership and advancement in the federal government. For more information, [click here.](http://www.american.edu/spa/key/program_manager_certificate.cfm)

*Dates****:***Fall and Spring 2014, Twice a month on Fridays and Saturdays

*Location****:***American University (Washington, DC)

*Cost***:** $19,000

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## Brookings Institution

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### Politics and Policymaking

Seldom has it been more necessary for career civil servants to fully appreciate the many implications the political environment has on their ability to meet ever increasing public demands. This program on the policymaking process is designed to give government executives and managers an in-depth knowledge of the procedures, practices and personalities engaged in governmental decision-making at its highest levels. For more information, [click here.](http://www.brookings.edu/about/execed/programs/politicsandpolicymaking)

*Dates:*  June 18-19, 2014

*Location:* Brookings Institution (Washington DC)

*Cost:* $1,895

*Contact*: (800) 925-5730

### 

### Digital Government

In the past, technology experts solely dealt with technology issues; agency heads rarely had to think beyond approving the information systems budget or explaining cost overruns and delays on major computer upgrades. In an era of rapid technological change and expanding capabilities, today’s government executives must be able to maintain a long-range view of how services and programs can be enhanced through technology. They must be able to take advantage of cost-effective technological advances to maximize the achievement of organizational objectives. For more information, [click here.](http://www.brookings.edu/about/execed/programs/digitalgovt)

*Date:* June 18-20, 2014

*Location:* Brookings Institution (Washington DC)

*Cost:* $1,895

*Contact*: (800) 925-5730

### Finance for Non-Financial Managers

What do program managers need to know about federal financial management? What are the linkages between finance and program management? This three-day course on financial management will help you learn how to be a prudent financial steward and how to better perform aspects of your position that involve working with budgets. For more information, [click here.](http://www.brookings.edu/about/execed/programs/finance)

*Dates:* TBD

*Location:* Brookings Institution (Washington DC)

*Cost:* $2,695

*Contact*: (800) 925-5730

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## Colorado State University

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### Short Courses in Financial Management

* Fundamentals of Financial Management for Professionals:  This workshop explains the time value of money applications and financial statement analysis for professionals.  (One 4 hour session)
* Capital Budgeting Techniques:  An examination of project analysis for decision making that includes net present value, internal rate of return, and modified internal rate of return.  (One 4 hour session for individuals who have taken Fundamentals of Financial Management)
* Real Options:  A class designed for individuals with a background in capital budgeting that covers real option terminology, valuation techniques, and application to decision making.  (One 4 hour session)
* Securities Valuation:  An exploration of the basics of stock and bond evaluation for individuals who have had a class in the fundamentals of financial management.  (One 4 hour session)
* Portfolio Management:  The workshop focuses upon the principles of diversification and asset allocation.  (One 4 hour session for individuals who have taken a class in securities valuation)
* Options and Futures:  A class on the operation of the options and future markets, the valuation of derivative securities, and hedging applications for business and securities investors.  (One 4 hour session for individuals who have had a class or background in securities valuation)

For more information on these courses please contact: (970) 491-6265 or [jim.francis@business.colostate.edu](mailto:jim.francis@business.colostate.edu). [click here.](http://www.biz.colostate.edu/PDBR/PEDP/Pages/shortCourses.aspx)

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## Dartmouth College

### 

### The Strategic Financial Leadership (SFLP) Program

In five immersive days, the *Strategic Financial Leadership Program* (SFLP) takes you beyond the numbers. You will leave Tuck with the framework and tools to link strategy, leadership, and financial decision making to long-term value creation for your organization. Not only will you be able to ensure that finance flows from, informs, and fits strategy, but you will be a trusted strategic partner who can help formulate and lead strategies. [**click here.**](http://exec.tuck.dartmouth.edu/programs/open-programs/strategic-financial-leadership-program)

*Participant Profile****:*** senior financial executives and their high potential financial staff

*Dates***:** April 27- May 2, 2014

*Location****:*** Tuck School of Business on the Dartmouth College campus in Hanover, New Hampshire

*Cost****:*** $11,500 (includes tuition, all program materials, leadership assessments, most meals and accommodations on the Dartmouth College campus).

*Contact****:*** Valerie Davio (603) 646-2839

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## Emory University

### 

### Finance for the Nonfinancial Manager

Finance for the Nonfinancial Manager is a two-day course that helps participants learn basic financial principles and apply them in a real-world context. The first day is devoted to understanding financial statements and analysis; the second day focuses on the links between strategy and finance. This experiential program relies upon the use of Microsoft Excel; participants are assumed to have a working knowledge of this software. For more information, [click here.](http://goizueta.emory.edu/executiveprograms/open_enrollment_programs/Finance.html)

*Dates:* March 11-12, 2014 / August 19-20, 2014

*Fees:* $1,995

*Phone*: 404.727.2200  
*Email*: [ExecutiveEducation@emory.edu](mailto:ExecutiveEducation@emory.edu)

### Marketing Analytics

As organizations grow and change with the times, so must managers and leaders.  The *Management Development Program* develops individuals to lead within the complex enterprise. This program broadens perspective, focusing on the interplay between business functions, and it provides participants with a well-rounded set of tactical skills that are immediately applicable to their jobs. For more information, [click here.](http://goizueta.emory.edu/executiveprograms/open_enrollment_programs/Analytics.html)

*Dates:* August 5-6, 2014

*Fees:* $1,995

*Phone*: 404.727.2200  
*Email*: [ExecutiveEducation@emory.edu](mailto:ExecutiveEducation@emory.edu)

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## Georgetown University

### Demystifying Finance – Balance Sheet Basics for Non-Financial Managers

All executives and managers today need to have a basic grounding in finance. As the recent financial crisis underscored, financial decisions, reporting, and results can affect an entire organization and its condition, performance, people, and future. The program will give non-financial managers a crash course – or refresher – in the basics of finance, accounting, budgeting, and financial analysis. For more information, [click here.](http://georgetownmeansbusiness.com/openenroll/program/demystifying-finance)

*Program Dates:* June 2-4, 2014  
*Location:* Georgetown University campus *Program Tuition:* $4,250

*Contact Number:* 202.687.4065

### 

### Innovating Sales – Strategic Management and Leadership Development

In today’s competitive market, the ability to help your sales organization evolve to address the rapidly changing buying environment will separate the winners from the losers. The shift to insight-driven selling has implications for the entire sales organization, from individual reps to managers, all the way up to chief sales officer. Corporate Executive Board (CEB) and Georgetown McDonough Executive Education have joined forces to deliver a powerful and dynamic four-day executive course in successful sales strategy and leadership. For more information, [click here.](http://georgetownmeansbusiness.com/openenroll/program/innovating-sales-strategic-management-and-leadership-development)

*Program Dates:* July 14-17, 2014 *Location:* Georgetown University campus *Program Tuition:* $5,800

*Contact Number:* 202.687.4065

### 

### Brand Advantage – Standout Marketing in a Saturated Market

Marketing expertise is not just for marketing experts. Every executive and manger involved in advancing an idea, product, service, process, or policy before it goes to market needs a basic understanding of the target market, the competition, the customer, and the client. Professionals of all disciplines who understand marketing essentials can instill the rigor and discipline of “what works” into their organization’s processes and decision-making, engage more effectively with marketing experts, mitigate market risk, and ensure the return on investment and capital their organizations are seeking. For more information, [click here.](http://georgetownmeansbusiness.com/openenroll/program/brand-advantage)

*Program Dates:* TBA *Location:* Georgetown University campus *Program Tuition:* $4,250 USD

*Contact Number:* 202.687.4065

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## Georgia State University

### 

### Certificate Program in Finance and Accounting

The ability to understand the financial implications of business decisions is essential for both individual and organizational success. This program gives a comprehensive overview of the financial and accounting concepts that every manager and executive needs to know in order to make better business decisions and advance your career. Attend this fast-paced and highly-interactive program and you will dramatically improve your financial knowledge and skills. You will learn how to apply financial concepts to enhance strategies while at the same time enhancing your value to the organization. For more information, [click here.](http://execed.robinson.gsu.edu/Pages/certificate_programs/finance_strategy_sales/finance_accounting.aspx)

*Dates:* March 25-28, 2014

*Location:* Atlanta, Georgia

*Program Tuition:* $3,450 per person for non-profits

*Contact Information:* 404.413.4707 or [dstotz@gsu.edu](mailto:dstotz@gsu.edu)

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## 

## The Graduate School (DC)

### 

### Executive Survival Skills

Address the theoretical and practical leadership aspects essential for survival in today's changing environment. Examine how the leader’s attitude, values and beliefs influence organizational performance. Analyze your critical thinking / decision making processes and apply strategies to improve them. Learn to be resilient, overcome setbacks and avoid career derailment in the rapidly changing, high-pressure environment of executive leadership. For more information, [click here.](http://www.graduateschool.edu/course_details.php?cid=EXEC9911L)

*Date*: March 3-5, 2014 / May 28-30, 2014 / September 29 – October 1, 2014

*Location*: Washington, DC

*Cost:* $1,595

*Contact Number*: 202-314-3300 or toll free 888-744-GRAD (888-744-4723)

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## Illinois Institute of Technology

### 

### Project Management for IT Professionals

Basic principles of project management are taught with a particular focus on project planning for information technology hardware, software and networking project implementation. Management of application development and major Web development projects will also be addressed. For more information, [click here.](http://www.iit.edu/cpd/professional_learning/information_technology_cert/IT-M471.shtml)

*Program Dates:* January 13 – May 10, 2014 *Course Tuition:* $2,450

*Location:* IIT Main Campus, Chicago and ONLINE

*Contact Number:* 312.567.5280

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## Loyola University Chicago

### 

### Business Intelligence and Data Warehousing Certificate

The class will show you how to best capitalize on the use of the Data Warehouse from novice introduction to rapid development. It’s designed with a proven framework and formula for success. The program allows team members of all levels of IS experience to quickly advance in their knowledge and application of the course content. It’s the fastest path from discovery to expertise in BI& DW to advance the company’s broader, cross-functional needs. For more information, [click here.](http://www.luc.edu/exec-ed/cert_datawarehousing.shtml)

*Dates*: TBA

*Location*: Loyola Water Tower campus

*Fee*: $2,500

*Contact Number:* 312-915-6761

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## Michigan State University

### 

### Cost Management for Non-Financial Managers

This one-day program is designed to provide participants with hands-on experience in how to use cost management to achieve superior profit performance. Through the use of lectures, analysis of real-world cases, and exercises the participants will be introduced to and gain an understanding of how costs are managed throughout the value chain. Topics will focus on the use of cost information and cost management practices in product development, in the selection and management of suppliers, to facilitate process design, and in the delivery of products and services to end customers. For more information, [click here.](https://edp.broad.msu.edu/events/12)

*Dates:* TBA

*Location:* Management Education Center, Troy, Michigan or the James B. Henry Center for Executive

Development, Lansing, Michigan

*Cost:* $995.00 – full tuition (includes materials, meals and certificate of completion)

*Contact Number*: 517.353.9711 x71005

### Finance for the Non-Financial Manager

This one-day program is designed to provide participants with hands-on experience in how to use and interpret financial data. Through the use of lectures and exercises the participants will be introduced to and gain an understanding of standard techniques of practical financial management. These techniques are then used in a case setting to identify issues and factors to help improve decision-making. For more information, [click here.](https://edp.broad.msu.edu/events/15)

*Dates:* TBA

*Location:* The James B. Henry Center for Executive Development, Lansing, Michigan

*Cost:* $995.00 – full tuition (includes materials, meals and certificate of completion)

*Contact Number*: 517.353.9711 x71005 or 800.356.5705

### Financial Management for Executives: Driving Value

This two-day program is designed to provide participants a rich understanding of how corporate strategies are linked to the firm's financial value.  Through the use of lectures and case analysis, we will address issues on how to determine the key drivers of value to an enterprise.  We will also investigate the valuation implications of forecasting, risk management, financing choices and growth strategies.  Valuation and performance measurements will be extensively covered. For more information, [click here.](https://edp.broad.msu.edu/events/44)

*Dates:* TBA

*Location:* The James B. Henry Center for Executive Development, Lansing, Michigan

*Cost:* $1,995.00 – full tuition (includes materials, meals and certificate of completion)

*Contact Number***:** 517.353.9711 x71005

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## MIT Sloan Business School

### 

### Big Data: Making Complex Things Simpler

Today, businesses can measure their activities and customer relationships with unprecedented precision. As a result, they are awash with data. This is particularly evident in the digital economy, where clickstream data give precisely targeted and real-time insights into consumer behavior, but leading edge companies in every industry are using big data to replace intuition and guesswork. For more information, [click here.](http://executive.mit.edu/openenrollment/program/big_data_making_complex_things_simpler/49)

***Dates:*** April 1-2, 2014

***Certificate Track:*** [Management and Leadership](http://executive.mit.edu/executivecertificates/management)

***Location:*** Cambridge, Massachusetts

***Tuition:*** $2,900 (excluding accommodations)

*E-mail:*[sloanexeced@mit.edu](mailto:sloanexeced@mit.edu)

### Developing and Managing a Successful Technology and Product Strategy

A great idea does not guarantee great profits. If a company's R&D dollars are going to pay off in profitable products and technologies, it needs a strategy that not only makes markets, but also beats the competition. This program will present a depth of challenges that extend from R&D to manufacturing, engineering, project management, and new ventures, and provide an innovative and powerful approach to developing technologies and products that people want to buy. The program material will also explore ways to link those technologies and products with a company's business strategy. For more information, [click here.](http://executive.mit.edu/openenrollment/program/developing_and_managing_a_successful_technology_and_product_strategy/11)

***Dates:*** March 11-12, 2014 / June 10-11, 2014 / October 23-24, 2014

***Location:*** Cambridge, Massachusetts

***Costs:*** $2,900 (excluding accommodations)

*E-mail:*[sloanexeced@mit.edu](mailto:sloanexeced@mit.edu)  
  
Entrepreneurship Development Program

This program leverages MIT's culture of high-tech entrepreneurship to help entrepreneurs, corporate venturing executives, and others involved in entrepreneurial environments learn what they need to develop ideas into successful businesses, and how to increase entrepreneurial opportunities in their corporations, institutions, and regions. The material will introduce participants to MIT's technology transfer system, entrepreneurial educational programs, and entrepreneurial network. For more information, [click here.](http://executive.mit.edu/openenrollment/program/entrepreneurship_development_program/15)

***Dates:*** Jan 27-31, 2014

***Location:*** MIT Campus, Cambridge, Massachusetts

***Costs:*** $9,900 (price excludes accommodations)

*E-mail:*[sloanexeced@mit.edu](mailto:sloanexeced@mit.edu)Essential IT for Non-IT Executives

The goal of this program is to help organizations build a stratum of management where people from various backgrounds and areas of expertise can work together efficiently and productively by understanding and appreciating each other's contribution to the overall success of the organization. The program is not meant to make an IT specialist out of every manager, but to make every manager confident in resolving IT issues and working with IT staff to make better decisions and to deliver better process change. Ultimately, this program is about ways to design work processes that propel the company toward future success. For more information, [click here.](http://executive.mit.edu/openenrollment/program/essential_it_for_non-it_executives/34)

***Dates:*** March 24-25, 2014 / November 13-14, 2014

***Location:*** Cambridge, Massachusetts

***Costs:*** $2,900 (excluding accommodations)

*E-mail:*[sloanexeced@mit.edu](mailto:sloanexeced@mit.edu)

### Managing Complex Technical Projects

Managing complex technical projects is a massive integration effort at many levels. Product and production plans must be integrated into components, components into subsystems, subsystems into systems and systems into quality products. For more information, [click here.](http://executive.mit.edu/openenrollment/program/managing_complex_technical_projects/23#/overview)

***Dates*:** June 12-13, 2014 / November 11-12, 2014

***Certificate Track*:** [Technology, Operations, and Value Chain Management](http://executive.mit.edu/executivecertificates/technology)

***Location*:** Cambridge, Massachusetts

***Tuition*:** $2,900 (excluding accommodations)

***Program Days* (for certificate credit):** 2

*E-mail*: [sloanexeced@mit.edu](mailto:sloanexeced@mit.edu)

### Supply Chain Strategy and Management

This practice-oriented program investigates a new MIT framework for better managing supply chains in today's rapidly changing markets. Participants will explore how to better structure a company's supply-chain strategy, guidelines for making strategic sourcing and make-buy decisions, how to integrate e-business thinking into supply chain strategy and management, “clockspeed benchmarking,” a tool for deriving critical business insights and management lessons from industries with the highest obsolescence rates of products, process technologies, and organizational structures (industrial "fruit flies"), why all advantages in fast clockspeed environments are temporary. For more information, [click here.](http://executive.mit.edu/openenrollment/program/supply_chain_strategy_and_management/31)

***Dates:*** April 10-11, 2014 / June 19-20, 2014 / Nov 6-7, 2014

***Certificate Track:*** [Technology, Operations, and Value Chain Management](http://executive.mit.edu/executivecertificates/technology)

***Location:*** Cambridge, Massachusetts

***Tuition:*** $2,900 (excluding accommodations)

*E-mail:*[sloanexeced@mit.edu](mailto:sloanexeced@mit.edu)

### Understanding Global Markets: Macroeconomics for Executives

This program will introduce participants to some of the most important concepts in macroeconomics and international economics today. The material will be offered in four sections that form a comprehensive economist's viewpoint: the role that central banks play in the global economy; the forces that drive financial sectors and financial crises; how and why countries trade, and why trade is a source of conflict; and lastly, the considerations that should be part of all international business decisions. For more information, [click here.](http://executive.mit.edu/openenrollment/program/understanding_global_markets_macroeconomics_for_executives/37)

***Dates:*** March 17-18, 2014, June 2-3, 2014

***Certificate Track:*** [Strategy and Innovation](http://executive.mit.edu/executivecertificates/strategy)

***Location:*** Cambridge, Massachusetts

***Costs:*** $2,900 (excluding accommodations)

*E-mail:*[sloanexeced@mit.edu](mailto:sloanexeced@mit.edu)

### Strategic Cost Analysis for Managers

This program is about how to analyze projects from a cost-accounting perspective. It will offer a unique opportunity for program and project managers to learn cost accounting-based project management practices and strategies for making smart project choices which justify outcomes and create value. Program material is drawn from our popular and highly-rated MBA courses on financial and managerial accounting and shows how managers can leverage cost analysis to better influence the outcomes of product development and project management. For more information, [click here.](http://executive.mit.edu/openenrollment/program/strategic_cost_analysis_for_managers/39)

***Dates*:** April 3-4, 2014 / June 26-27, 2014 / November 18-19, 2014

***Certificate Track*:** [Technology, Operations, and Value Chain Management](http://executive.mit.edu/executivecertificates/technology)

***Location*:** Cambridge, Massachusetts

***Tuition*:** $2,900 (excluding accommodations)

***Program Days* (for certificate credit):** 2

*E-mail*: [sloanexeced@mit.edu](mailto:sloanexeced@mit.edu)

### Systematic Innovation of Products, Processes, and Services

This five-day program blends the perspectives of marketing, design, and engineering into a systematic approach to delivering innovation, presenting methods that can be put into immediate practice for your own development projects. For more information, [click here.](http://executive.mit.edu/openenrollment/program/systematic_innovation_of_products_processes_and_services/26)

***Dates*:** November 3-7, 2014

***Certificate Track*:** [Technology, Operations, and Value Chain Management](http://executive.mit.edu/executivecertificates/technology)

***Location*:** MIT Campus, Cambridge, Massachusetts

**Tuition:** $7,950 (excluding accommodations)

***Program Days* (for certificate credit):** 5

*E-mail*: [sloanexeced@mit.edu](mailto:sloanexeced@mit.edu)

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## New York University

### 

### Finance and Accounting for Non-Finance Executives

This program prepares executives with a general understanding of accounting and financial principles as they relate to organizations' operations and decision-making processes. It also prepares financial analysts and investors with a general understanding of the valuation content and limitations of financial statement information. Starting with a review of financial data in a company's annual report and accounting statements, participants will gain a well-rounded understanding of how basic accounting information may be used in communicating with financial managers, as well as to assess a firm's future prospects and value.

For more information, [click here.](http://www.stern.nyu.edu/executive-education-short-courses/search/program/135/Rethinking-Integrated-Risk-Management)

*Program Dates:* February 18 - 20, 2014

*Location*: NYU Campus, Greenwich Village *Program Tuition:* $4,200

*Contact Number:* (212) 998 – 0789

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## Northwestern University

### 

### Driving Strategic Value from IT

Unlock the value of your IT investments and achieve improved business results by synchronizing your IT strategy with your business strategy. You will be inspired to deliver on the power of IT to build deeper relationships with your internal and external customers, collaborate more effectively with partners, and maximize business productivity. Through lectures and group case discussion of real business problems in a collaborative learning environment, this program gives managers state-of-the art techniques and tools to put ideas and opportunities into action and leverage IT for strategic advantage. For more information, [click here.](http://www.kellogg.northwestern.edu/execed/programs/TECH03/index.htm)

*Dates:* April 27-30, 2014 / November 9-12, 2014

*Costs:* $6,300

*Contact Number:* 847-467-7000

### Finance for Executives

Improve your ability to interpret financial reports, and learn the language and techniques of finance—whether you are new to finance or just want to sharpen existing skills. Senior faculty creates a collaborative learning environment which inspires you with concepts to understand and predict the financial implications of managerial decisions. The program provides a comprehensive view of shareholder value creation and the key role managers play in the process. You will explore methods for determining the cash-flow and stock price implications of strategic decisions such as plant and equipment additions, acquisitions, new product introductions, and credit and payment policies. You will learn to identify sources of capital, set appropriate corporate and business growth objectives, and increase the attractiveness of your company’s securities to investors. For more information, [click here.](http://www.kellogg.northwestern.edu/execed/Programs/FINEXEC.aspx)

*Program Dates:* May 4-9, 2014 / October 12-17, 2014

*Costs:* $9,900

*Contact Number:* 847-467-7000

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## Notre Dame

### 

### Executive Certificate in Business Administration

As you've progressed through your career, you've undoubtedly developed a high level of expertise in a specific functional area. But if you aspire to take your performance to the next level, you need to understand how your decisions impact other departments and the organization as a whole. Refresh your knowledge or familiarize yourself with core business dimensions as you learn how to translate theory into successful strategies. For more information, [click here.](http://business.nd.edu/Executive_Education/Online/Executive_Certificate_in_Business_Administration/)

*Dates and Location*: Online

*Cost*: $5,995 for the complete 3-course program

*Contact*: to register call 855-300-1475

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## Penn State University

### Finance for the Non-Financial Manager

In a true hands-on learning experience, participants acquire a complete “toolbox” of accounting and financial knowledge for making decisions that affect the performance of their unit and contributes to the overall profitability of the organization. This four-day program covers accounting basics, financial analysis and planning, strategic finance, and corporate valuation. Finance for the Non-Financial Manager is designed for supervisors, general managers, and functional managers in areas such as sales, manufacturing, or engineering. For more information, [click here.](http://www.smeal.psu.edu/psep/open/finance)

*Dates*: May 5-9, 2014 / December 1-5, 2014  
*Fee:* $5,750

*Location*: Executive Education Center, University Park, PA

*Contact:* 1-800-311-6364 or psep@psu.edu

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## Skillsoft: eLearning and Performance Support Solutions

[Skillsoft](http://skillsoft.com/) is a pioneer in the field of learning with a long history of innovation. Skillsoft provides cloud based learning solutions for its customers worldwide, ranging from global enterprises, government, and education to mid-sized and small businesses. Skillsoft's customer support teams draw on a wealth of in-house experience and a comprehensive learning e-library to develop off-the-shelf and custom learning programs tailored to cost-effectively meet customer needs. Skillsoft's courses, books and videos have been developed by industry leading learning experts to ensure that they maximize business skills, performance, and talent development. [Skillsoft](http://skillsoft.com/) maintains mappings for a variety of competency models. These mappings help to direct the individual learner to specific Skillsoft learning assets that are directly aligned with the particular subject area and training requirements. Nearly 500 hours of e-learning assets, 1,000 online books and book summaries, and 200 videos are aligned to the OPM Guide to Senior Executive Service Qualifications (ECQ’s).

### 

### Skillsoft OPM-ECQ Business Acumen *Content Summary:*

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | **Courses & Simulations** | | **Books** | **Videos** |
|  | **Hours** | **Assets** |  |  |
| **ECQ #4-BUSINESS ACUMEN** | **61.7** | **77** | **101** | **27** |
| Financial Management | 24.3 | 26 | 37 | 6 |
| Human Capital Management | 34.4 | 48 | 42 | 18 |
| Technology Management | 3 | 3 | 22 | 3 |

[Click here](https://community.skillsoft.com/USGOV/Competency_public.asp) for a complete list of assets and descriptions specific to each ECQ competency.

*Dates:* Available 24x7x365

*Location:* Web-enabled content available with internet connectivity

*Cost:* Most US Federal agencies are currently licensed for a range of Skillsoft learning assets that can support Leadership Development initiatives. Please contact your organization’s Training Administrator for specific information and access.

*More Information:*  <https://community.skillsoft.com/USGOV/Competency_public.asp>  
  
[Click here](https://community.skillsoft.com/USGOV/Competency_public.asp) for resources related to OPM’s Federal Supervisory Training

Email [*LeadershipTraining@Skillsoft.com*](mailto:LeadershipTraining@Skillsoft.com)for additional guidance.

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## Southern Methodist University

### 

### The Essentials of Accounting and Finance for Non-Financial Managers

This three-day program will help you understand how to read, interpret and analyze financial statements. You'll also learn forecasting and financial planning approaches to help you with the budgeting process. You'll get the basics of net present value and capital budgeting techniques to apply when evaluating projects. You'll gain an understanding of various types of costs and how to allocate them to truly understand the financial performance of a business unit. Ultimately, you'll learn to use financial information to make better strategic business decisions. For more information, [click here.](http://www.cox.smu.edu/web/executive-education/essentials-of-finance)

*Program Dates*: April 22-24, 2014

*Program Location*: Dallas, TX

*Cost*: $2,895

*Contact Number*: 214-768-3335

### Strategic Financial Skills in the Oil and Gas Industry

Hundreds of executives have chosen our Strategic Financial Skills program for its concentrated coverage of financial management techniques uniquely tailored to the complexities of their industry. This comprehensive weeklong program uses a hands-on approach to help you understand and master the energy sector’s financial essentials. Your instructors are senior teachers with significant experience in executive development, business, consulting and energy industry financial management. You’ll share ideas and discuss industry issues with participants from around the world in small discussion groups and lively classroom sessions. You’ll meet mid-level to senior-level professionals from many segments of the energy industry and a variety of functional areas within their companies. In a series of information-packed class sessions, you'll learn the essentials of the business side of the energy industry. By the end of the week, you'll have a working knowledge of the key areas of financial management. For more information, [click here.](http://www.cox.smu.edu/web/executive-education/strategic-financial-skills)

*Program Dates:* April 7-11, 2014

*Program Location*: Dallas, TX

*Cost*: $6,250

*Contact Number:* 214-768-3335

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## Stanford University

### 

### Finance and Accounting for the Nonfinancial Executive

Finance and Accounting for the Nonfinancial Executive has been carefully crafted by leading faculty to eliminate the mystery behind the numbers and to help executives become informed and strategic users of accounting and financial data. The course covers the core concepts of both finance and accounting, including terminology and assumptions, valuation, financial statements, and distinguishing income from cash flow. The curriculum examines specific accounting methods and demonstrates how these choices affect earnings. Participants learn how to analyze financial reports, identify trends, and study competitors. For more information, [click here.](http://www.gsb.stanford.edu/exed/fanfe/index.html)

*Program Dates:* November 16-21, 2014

*Application Deadline:* October 17, 2014

*Location:* Stanford University

*Cost:* $10,500

*Contact Number:* 650.723.3341

### Managing Talent for Strategic Advantage

Managers today must be effective at simultaneously monitoring current performance, managing incremental innovation, and leading more revolutionary change efforts. Managing Talent for Strategic Advantage explores how to manage this delicate balancing act by emphasizing methods to align HR strategy with the overall business strategy. Led by the top professors and authors in the field, the program teaches participants how to utilize human resource levers—such as culture, compensation, and performance management—to build competitive advantage and drive success. For more information, [click here.](http://www.gsb.stanford.edu/exed/mtsa/index.html)

*Program Dates:* August 24 - 29, 2014

*Application Deadline:* July 21, 2014

*Location:* Stanford University

*Cost:* $9,500

*Contact Number:* 650.723.3341

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## University of Arkansas

### Certificate in Business Analytics

This certificate will provide participants with enhanced skills in the fields of business intelligence and analysis. In a dynamic and rapidly evolving business environment, relevant knowledge and expertise is of utmost importance. Those with key business acumen will be well prepared to address the challenges that face their organizations. This program will help participants tackle common issues including accessing and collecting data, as well as deciphering results in order to make or support decisions related to products, processes & procedures, operations, and trends. For more information, [click here.](http://gsb.uark.edu/business-analytics-certificate/)

*Courses*:For course descriptions, [click here](http://execed.uark.edu/cbi.asp)

*Location:* Online

*Cost:* $2,575/course (4-course certificate)

*Register:* For registration information, please visit our [website](http://execed.uark.edu/cbi.asp)

*Contact*: 479-575-2856

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## University of California Berkeley

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### Financial Analysis for Non-Financial Executives

The program’s modern approach focuses only on financial topics that the non-financial executive uses in their day to day activities and management. The FANFE program avoids being highly technical, and instead creates an environment in which executives can build their “intuitive” understanding of financial terminology and concepts. Faculty work with participants to go beyond the “mechanics” of finance and create an action plan that allows for strategic and practical application in their daily management. For more information, [click here.](http://executive.berkeley.edu/programs/financial-analysis-non-financial-executives)

*Dates*: Mach 3-7, 2014

*Location*: UC Berkeley campus

*Fee*: $6,850

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## University of California San Diego

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### Accounting and Finance for Non-Financial Managers

Accounting & Finance for Non-Financial Managers is divided into two, one-day sections: corporate finance and investments. Over these two days, this course will guide you through the financial decision making process from start to finish. For more information, [click here.](http://rady.ucsd.edu/exec/open/finance/)

*Dates:* April 23-25, 2013

*Fees:* $1,450

*Contact:* Rachel Van Gorp ([rvangorp@ucsd.edu](mailto:rvangorp@ucsd.edu))

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## University of Chicago

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### Finance for Executives

In this challenging economic environment, it is critical for executives to use financial data effectively when making business decisions. This seminar will enhance your ability to interpret and use financial information, to better communicate with your financial officers, and to make sound, strategic financial decisions that will improve the profitability of your firm. For more information, [click here.](http://booth.chicagoexec.net/programs/fe.aspx)

*Dates*: February 17-21, 2014; June 16- 20, 2014

*Location*: Chicago campus

*Fee*: $9,100

### 

### Financial Analysis for Non Financial Managers

This five-day program will enhance your ability to understand financial reports, better communicate with financial officers in your organization, evaluate your unit's financial performance, and make sound financial decisions. For more information, [click here.](http://booth.chicagoexec.net/programs/fanm.aspx)

*Dates*: April 28 - May 2, 2014; August 11 - 15, 2014

*Location*: Chicago campus

*Fee*: $9,100

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## University of Michigan

### Advanced Human Resource Executive Program

Designed for HR executives and general managers, this program will substantially enhance your knowledge and competence to perform your dual roles as a member of your senior management team and as a leader of the human resources function. For more information, [click here.](http://execed.bus.umich.edu/Programs/Advanced-Human-Resource-Executive-Program.aspx)

*Dates*: March 17-28, 2014; July 7-18, 2014; October 27 – November 7, 2014

*Location*: Ann Arbor MI

*Fee*: $24,500

*Contact*: 734-763-1000

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## University of Minnesota

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### Finance for Non-Financial Managers

The goal of our Finance for Non-Financial Managers program is to provide managers and decision-makers who do not possess a strong grounding in finance an understanding of their firm's financial paradigm. Participants will gain a detailed understanding of critical financial fundamentals and will, as a result, be able to communicate with financial practitioners with more confidence. For more information, [click here.](http://www.csom.umn.edu/executive-education/finance-for-nonfinancial.html)

*Dates*: April 14-16, 2014

*Fee*: $3,500

*Location*: University of Minnesota

*Contact*: 612-625-5412

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## University of Missouri

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### The Financial Basics: What Every Manager Should Know

This session will cover the following areas: key accounting terms and financial concepts, financial statements and analysis tools and techniques, basic budget management and monitoring, and critical components of a strong governance structure. By the end of the session, you should understand the basic financial management tools used every day and feel more comfortable in your financial decision making. For more information, [click here.](http://mti.missouri.edu/courses/financial-basics/index.php)

*Date*: TBD

*Location*:Columbia, Missouri

*Fees*: $185

*Contact*: (573) 882-2860

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## University of North Carolina at Chapel Hill

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### Financial Analysis for Non-Financial Managers

During this three-day financial education program, managers will quickly learn the managerial and financial accounting skills and concepts needed to define and measure a company’s financial performance. Equipped with this financial knowledge, leaders will be able to make more informed, effective decisions within the organization. For more information, [click here.](http://www.kenan-flagler.unc.edu/executive-development/open-enrollment/programs/financial-analysis)

*Dates:* April 23-25, 2014

**Tuition:** $3,700

*Location*: The Rizzo Conference Center; Chapel Hill, North Carolina

*Contact*: 1-800-UNC-EXEC or [unc\_exec@unc.edu](mailto:unc_exec@unc.edu)

### Business and Human Resources: Leading HR and Your Organization into the Future

The Business and Human Resources education program has been redesigned to equip senior HR leaders with the most up-to-date business knowledge and skills needed to operate in today’s rapidly changing, global business environment. By attending this program, senior HR leaders will add many business competencies to their repertoire of human resource management skills and will learn how to move their organizations forward. - See more at: http://www.kenan-flagler.unc.edu/executive-development/open-enrollment/programs/business-and-human-resources#sthash.DsQnByRP.dpuf

For more information, [click here.](http://www.kenan-flagler.unc.edu/executive-development/open-enrollment/programs/business-and-human-resources)

*Dates:* April 21-25, 2014 / October 27-31, 2014

**Tuition:** $5,750

*Location*: The Rizzo Conference Center; Chapel Hill, North Carolina

*Contact*: 1-800-UNC-EXEC or [unc\_exec@unc.edu](mailto:unc_exec@unc.edu)

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## 

## University of Richmond

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### Mini MBA

The Mini MBA®, a non-credit program, provides a practical foundation in current business theory and practices in an intensive, 14-week format. Through case studies, lecture, problem-solving exercises and interactive class sessions, you will obtain the knowledge you need to succeed within your organization. The goal of this program is to make you more effective by providing a framework of knowledge for making informed business decisions on issues affecting organizations today. For more information, [click here.](http://robins.richmond.edu/executive-education/mini-mba.html)

*Dates*: January 27 – April 28, 2014

*Location*: Richmond, Virginia

*Fees*: $3,575

*Cost:* (804) 289-8019 or [execed@richmond.edu](mailto:execed@richmond.edu)

### 

### Project Budget and Cost Management

An organization’s bottom-line is the primary indicator of successful cost control. Too many project managers think of cost simply in terms of sound control systems. Cost management is more than control. Cost is a factor in all phases of a project, and well-grounded project management skills directly relate to cost management success. You will learn sound techniques in managing, as well as controlling, cost. The end result is a cadre of useful tools for making cost one of the success factors for the total project. For more information, [click here](http://business.richmond.edu/executive-education/course-list.html).

*Dates*: March 17-18, 2014 / May 19-20, 2014

*Cost:* $995

*Contact*: (804) 289-8019 or [execed@richmond.edu](mailto:execed@richmond.edu)

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## University of South Carolina

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### Finance Essentials for the Non-Financial Manager

Corporate restructuring has resulted in broadened responsibilities for many managers. Consequently, financial concerns are an increasing part of the equation, even for those who don’t have a financial background. With today’s increasing emphasis on quantitative measurement of performance, it is virtually imperative that all managers understand the basics of financial analysis. Participants are taught how to evaluate quantitative data and incorporate it into the decision-making process.  For more information, [click here.](http://www.moore.sc.edu/executiveeducation/managementprograms.aspx#finance)

***Dates:* TBD**

***Fees:*** $1350/participant ($1050/participant for two or more)

***Contact:*** 803.777.2231 or 800.393.2362

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## University of Texas

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### Accounting and Finance for Non-Financial Managers

Learn how to identify relevant information, apply analytical skills to make better business decisions, and take maximum advantage of business opportunities. Learn the basics or refresh your knowledge of accounting and financial terminology, and financial analysis techniques. This two-day program teaches you how concepts and strategies are integrated into your company’s big picture. You will learn the language of business and begin to understand the reality behind the numbers. Additionally, you will better understand how to address and communicate problems more effectively, identify relevant information, and apply the analytical skills needed to make better business decisions and take maximum advantage of business opportunities. For more information, [click here](http://www.mccombs.utexas.edu/ExecED/Accounting-and-Finance.aspx).

*Date:* February 6-7, 2014

*Location:* AT&T Executive Education and Conference Center

*Cost:* $2,560 (Individual Course);$12,000 - [General Management Certificate](http://www.mccombs.utexas.edu/ExecED/Executive-Development-Certificates/General-Management-Certificate.aspx) *(includes materials, lunches and breaks.)*

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## 

## University of Virginia

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### Financial Management for Non-Financial Managers

This program provides non-financial managers a familiarity with essential financial terminology, concepts, and applications. With this knowledge, participants will be able to analyze and interpret commonly used financial information in making business decisions and work more effectively with the financial executives in their organizations. For more information, [click here.](http://www.darden.virginia.edu/web/Executive-Education/Open-Enrollment-Program/Finance/Management/)

*Dates:* March 16-21, 2014

*Fee:* $8,900 per person.

*Location:* University of Virginia

*Contact* Information: Rebecca Yancey *Number*: 434-924-3000

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## University of Washington

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### Finance and Accounting for Non-Financial Executives

This three-day seminar introduces essential financial management techniques for effective decision-making and provides a solid understanding of corporate finance. It equips professionals with a comprehensive working knowledge of financial principles and a strong foundation in financial management analysis. You will learn to interpret crucial financial data in ways that will enable you to improve your personal effectiveness and make a more productive corporate contribution. The program will give you the opportunity to meet with peers, share experiences and expand their business knowledge. For more information, [click here.](http://www.foster.washington.edu/executive/seminars/Pages/FANE.aspx)

*Dates*: May 28-30, 2014

*Location*: UW campus

*Fee*: $3,300

*Contact*: 202-543-8560

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## 

## University of Wisconsin - Madison

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### Business Acumen and Strategy for Managers

Many successful, critical thinking decision making executives have difficulty bridging the gap between functional expertise and general management skills. All too often, the specialized skills that made them invaluable in their former role become far less useful in a general management role, while the need for general business skills and decision making tools increases. This skill is often referred to as “business acumen,” which is described as an intuitive understanding of how companies make money and a realization that a compelling vision can be effectively translated into an actionable strategy. We have all met people who have this ability, and we understand that this skill will carry these people much further than specialized expertise alone. This course will “jump start” your business acumen, help you develop compelling business strategies and a communications plan. For more information, [click here.](http://exed.wisc.edu/Courses/Business-Acumen-and-Strategy-for-Managers)

*Program Dates:* June 9–11, 2014

*Cost:* $1,995

*Contact Number:* 608-441-7357

### Finance and Accounting for Non-Financial Executives

**This course provides** two-and-one-half days of expert instruction, engaging discussion and real-world case studies designed to help you strengthen your business acumen and master the financial language of business. You’ll join in lively discussions with experienced moderators who will take you beyond intimidating financial terms and tools and show you what the numbers really mean…and how you can use them to your advantage. For more information, [click here.](http://exed.wisc.edu/Courses/Finance-and-Accounting-for-Non-Financial-Executives)

*Program Dates:* February 5-7, 2014; May 5-7, 2014; July 9-11, 2014; September 10-12, 2014; October 20-22, 2014

*Cost:* $2,095

*Contact Number:* 608-441-7357

### Managing Project Risks

Risk is a given in any project, and the better you understand how to identify and prepare for it, the more likely you are to minimize your risk exposure. Under the guidance of a seasoned project manager, you’ll learn a systems approach and process for identifying, analyzing, planning and controlling risk. The process includes tools, techniques and templates for dealing with different types of project risks, and you’ll have the opportunity to practice identifying and analyzing risk, especially showstoppers. You’ll also learn how the comprehensive risk management plan enables you and your project team to proactively manage issues that could negatively affect the successful control and completion of your project. For more information, [click here.](http://exed.wisc.edu/Courses/Managing-Project-Risks)

*Program Dates:* March 3-5, 2014; May 14-16; 2014

*Cost:* $1,995

*Contact Number:* 608-441-7357

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## Vanderbilt University

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### Finance & Accounting for Non-Financial Managers

Today’s business climate makes it more important than ever to understand how to use financial systems to control costs, identify customers with potential financial problems and pinpoint opportunities for enhancing profits. While giving you a foundation in the basics of accounting and finance, this program also shows you how to uncover profit potential hidden in the financial numbers and guide capital to its most productive use. This three-day program helps you understand the numbers to manage more efficiently. For more information, [click here.](http://www.owen.vanderbilt.edu/vanderbilt/programs/executive-development-institute/open-enrollment-programs-for-individuals/program-catalog/course-details.cfm?customel_datapageid_31775=39758)

*Dates*: March 3-5, 2014; October 6-8, 2014  
*Location*: Owen Graduate School of Management, Nashville, TN

*Cost*: $2,970

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## Washington University St. Louis

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### Building Competitive Advantage Through Strategy

Competing successfully today within industry requires more than routine planning and forecasting. Sustained success requires that firms obtain positions of competitive advantage. Participants in this seminar will adopt the perspective of a general manager and grapple with questions of how such positions can be obtained. You will develop tools for understanding your industry and environment, assessing your resources and capabilities, and analyzing your business model. You will depart with a clearer understanding of how to craft strategy in your business so it delivers competitive advantage. For more information, [click here.](http://www.olin.wustl.edu/EN-US/ExecutiveEducation/OPP/Pages/default.aspx)

*Date*: November 5-6, 2014

*Location*: St. Louis

*Fee*: $750

Business Acumen for Lawyers Certificate  
A clear understanding of such topics as finance, accounting, corporate strategy and leadership is both critical for communication with business clients and the effective management of a successful firm. Washington University’s Business Acumen for Lawyers Certificate program provides a thorough yet encompassing overview of these topics for law professionals. Successful completion of the program will result in a Business Acumen for Lawyers Certificate issued by Washington University in St. Louis, Olin Business School. The Business Acumen for Lawyers Certificate program is offered in two convenient 2-day modules designed to maximize learning and accommodate demanding schedules. For more information, [click here.](http://www.olin.wustl.edu/EN-US/ExecutiveEducation/certificate-programs/Pages/Law.aspx)

*Dates:* TBD

*Cost:* $4000

*Contact Number:* (314) 935-9494

### Creating Value Through Mergers and Acquisitions

In this highly competitive marketplace, mergers and acquisitions can allow a firm to execute its strategy and deliver value to shareholders expeditiously. However, the M&A waters are fraught with failures and value destruction. In this seminar, we will highlight the common pitfalls in such deals and develop techniques of best practice for target identification, deal valuation and post-deal integration deals. We will also describe the latest empirical findings from scientific studies of these kinds of deals and devote attention to the valuation of privately owned companies. For more information, [click here.](http://www.olin.wustl.edu/EN-US/Events/Pages/Event.aspx?CID=965|Executive%20Programs%20Calendar&Referrer=http%3a%2f%2fwww.olin.wustl.edu%2fEN-US%2fExecutiveEducation%2fOPP%2fPages%2fUpcoming-Seminars.aspx)

*Dates:* October 14-15, 2014 (Two day seminar)   
*Cost:* $1,500

*Contact Number:* (314) 935-9494

### Financial Skills for Nonfinancial Managers (CERTIFICATE PROGRAM)

Finance touches everyone in the organization – through the company’s performance metrics, capital allocation decisions or strategic planning. This program equips managers in functional areas outside of finance with the financial literacy and analytical tool box to understand financial metrics, measure value and interact with confidence on finance-related issues. For more information, [click here.](http://www.olin.wustl.edu/executiveeducation/CertificatePrograms/FinancialSkills/Pages/default.aspx)

*Dates:* January 21-22, 2014

*Location*: St. Louis

*Fee*: $6,000

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## Wharton-University of Pennsylvania

### Advancing Business Acumen

Drawing on key faculty and content from Wharton’s top-ranked MBA program, *Advancing Business Acumen* introduces you to the fundamentals every successful manager needs in marketing, finance, strategy, negotiations, operations, and leadership. The challenging blend of interactive lectures, case studies, simulations, group discussions, and faculty dialogue will immerse you in the core concepts of business. The application exercises will stretch your managerial and strategic perspectives, sharpen your business instincts, and expand your ability to tackle new management challenges. For more information, [click here.](http://executiveeducation.wharton.upenn.edu/open-enrollment/strategy-management-programs/advancing-business-acumen.cfm)

*Program Date:* June 8 – 13, 2014

*Cost:* $10,250

*Contact Name:* Katrina S. Clark

*Contact Number:* 215-898-1776

*Contact Email –* [execed@wharton.upenn.edu](mailto:execed@wharton.upenn.edu)

### Finance and Accounting for the Non-Financial Manager

The program teaches the core concepts of finance and accounting in a straightforward and easy-to-understand manner, including terminology and principles, financial statements, distinction between income and cash flow, and valuation. You will learn how financial data is used to make business decisions and to evaluate a firm's performance. A primary objective of this course is to make its content applicable to your own business or managerial circumstances. You are taught to relate the numbers of finance and accounting to business reality and to assess whether financial reports depict that reality faithfully. Since we believe learning is enhanced by real applications, case studies are used daily. They are prepared by small groups of participants, and then discussed by the class as a whole. For more information, [click here.](http://executiveeducation.wharton.upenn.edu/open-enrollment/finance-programs/finance-accounting.cfm)

*Program Date:* January 20 – 24, 2014

*Cost:* $9,700 USD

*Contact Name:* Katrina S. Clark

*Contact Number:* 215-898-1776

*Contact Email* – [execed@wharton.upenn.edu](mailto:execed@wharton.upenn.edu)

### Integrating Finance and Strategy for Value Creation

Integrating Finance and Strategy for Value Creation will help you understand the latest corporate financial policies and practices. Instead of spreadsheets and accounting, this program takes a broader perspective on finance. You will explore issues such as capital structures, cost of capital, diversification, risk, capital budgeting, financial policy, the financial implications of nonfinancial decisions, and how to earn the minimum acceptable rate of return on an investment. You’ll also examine the nonfinancial factors that contribute to value and learn how to evaluate the financial consequences of your decisions. For more information, [click here.](http://executiveeducation.wharton.upenn.edu/open-enrollment/finance-programs/finance-strategy-for-value-creation.cfm)

*Program Date:* February 24 – 28, 2014 / September 22-26, 2014

*Cost:* $9,700

*Contact Name:* Katrina S. Clark

*Contact Number:* 215-898-1776

*Contact Email* – [execed@wharton.upenn.edu](mailto:execed@wharton.upenn.edu)

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## Xavier University

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### Executive Certificate in Financial Planning

Xavier offers this program in partnership with Kaplan Schweser, the leading provider of financial planning and education materials.  Kaplan Schweser has helped more than 10,000 financial professionals pass the CFP® Certification Examination. Because of Kaplan’s extensive experience in providing financial planning education, students participate in an efficient and effective learning environment. Completing this program meets the education requirements needed to sit for the CFP Certification Examination, and prepares you to be successful taking the test. For more information, [click here.](http://xavierleadershipcenter.com/programs/executive-certificate-in-financial-planning/)

*Dates:* January 23-September 20, 2014 *Costs:* $4,500

*Contact Number:* 513-745-3396 or 800-982-2673

### Lean Certificate Program

XLC’s ***Lean Certificate Program*** combines highly-specialized classroom experience and work-related homework to move beyond the basic principles.  This program is built around *applied learning* to truly help you master Lean as it relates to real world situations and problems.  Through this hands-on learning model, you gain an in-depth understanding of the Lean approach and tools *and* you actually use them, on a real world, work related project. After you complete the intensive classroom portion of the certificate program, you’ll undertake an individual project featuring a before-and-after lean process review, focusing on error reduction and waste elimination. You’ll achieve certification upon demonstrating successful application of lean principles. For more information, [click here.](http://xavierleadershipcenter.com/programs/lean-certification-program/)

*Dates:* April 9-10, 2014 / May 14-15, 2014

*Costs:* $1,995

*Contact Number:* 513-745-3396 or 800-982-2673

*Location:* Xavier University, Cincinnati, Ohio

### Project Management Certificate Program

XLC’s Project Management Certificate Program is our most popular certificate program.  Taught by Denny Evans, an industry experienced practitioner, this hands-on program helps individuals understand the overall principles of project management and develop communication strategies, strategic planning skills and managerial insight to ensure projects are completed on time, on budget and within scope.  Participants will be given the opportunity to link program content with their specific projects and challenges, so learning is more than theoretical.  It is applied, enabling project managers to be more successful in achieving desired outcomes, on their real projects with all the unique issues they present. For more information, [click here.](http://xavierleadershipcenter.com/programs/project-management-certificate-program/)

*Dates:* March 19-20, 2014 / April 9-10, 2014 / May 14-15, 2014

*Costs:* $2,500

*Contact Number:* 513-745-3396 or 800-982-2673

*Location:* Xavier University, Cincinnati, Ohio

### Six Sigma Black Belt Certificate Program

With our ***Six Sigma Black Belt Certification*** program, not only will you develop the comprehensive knowledge needed to earn certification, but you will practice applying that learning throughout the program. This hands-on and project-based program will enable you to expand your knowledge in Six Sigma and turn that knowledge into action that delivers measurable improvements in business performance.  You will practice sophisticated statistical decision-making tools and learn how to communicate and leverage results from these analysis to impact behavior, decisions and ultimately, delivery of the level of quality required for Six Sigma and customer satisfaction excellence. For more information, [click here.](http://xavierleadershipcenter.com/programs/six-sigma-black-belt/)

*Dates:* June 16-20, 2014 *Costs:* $2,570

*Contact Number:* 513-745-3396 or 800-982-2673

*Location:* Xavier University, Cincinnati, Ohio

### Six Sigma Green Belt Certificate Program

Six Sigma Green Belt Certification enables you to confidently contribute to Six Sigma projects and provide expertise and recommendations using Six Sigma tools with your functional teams.  Through demonstrations and hands on exercises you will learn and apply the statistical tools that are fundamental to the DMAIC model, so you will be prepared to apply these to your own work. You will discuss your specific issues and challenges and identify the best approach and tools to drive improvement.   Additionally, you will learn how to integrate the tools of Six Sigma and problem solving techniques, to engage others to deliver Six Sigma results, as well. For more information, [click here.](http://xavierleadershipcenter.com/programs/six-sigma-green-belt/)

*Dates:* April 29-May 1, 2014

*Costs:* $1,570 USD

*Contact Number:* 513-745-3396 or 800-982-2673

*Location:* Xavier University, Cincinnati, Ohio

### Six Sigma Yellow Belt Certificate Program

In Six Sigma Yellow Belt you will be introduced to the world of Six Sigma — how it “works”, the language, tools, and the outcomes.  Through case studies, you will learn and discuss how businesses like Motorola and GE, have reinvented their companies by meeting Six Sigma standards.  You will learn how quality management has evolved into a process for sustained excellence, studying specific tools used by experts to help achieve these results.  You will also develop a greater appreciation for your role in implementing Six Sigma principles and practices. For more information, [click here.](http://xavierleadershipcenter.com/programs/six-sigma-yellow-belt/)

*Dates:* April 8, 2014 *Costs:* $595 USD

*Contact Number:* 513-745-3396 or 800-982-2673

*Location:* Xavier University, Cincinnati, Ohio

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# ECQ 5: Building Coalitions

This core qualification involves the ability to build coalitions internally and with other Federal agencies, State and local governments, nonprofit and private sector organizations, foreign governments, or international organizations to achieve common goals.

## 

## BRODY Professional Development (BRODY)

### Political Savvy 1:1 Coaching

You understand your organization’s formal organizational structure, but the informal culture and internal politics leaves you frustrated. This coaching session is designed to benefit those whose lack of understanding leaves them undervalued, stymied, and unable to gain traction for their ideas. Participants will learn about the informal organization and how to gain respect, which leads to better productivity. Department areas can be seen more as partners who meet organizational goals. Participants also gain an understanding of networking power to create collaboration, and how to manage organizational politics as a fact of life -- reducing employee frustration and stress. For more information, [click here.](http://www.brodypro.com/)

*Dates*: All Dates TBD by participant

*Location*: TBD

*Program* *Tuition*: $4,950 plus reasonable trainer travel for Senior Training Consultant OR $5,500 for Marjorie Brody, Certified Coach and Owner

*Contact* *Number*: Tina at 215-908-4601 or 215-886-1688 [tina@brodypro.com](mailto:tina@brodypro.com)

### Influencing Without Authority 1:1 Coaching

Getting results, accomplishing objectives, completing projects … all are critical in the workplace. Being able to influence others to accomplish these things when you don’t have immediate authority is an essential skillset. Participants will develop greater awareness and mastery of how to influence others using a strategic planning approach. They’ll practice influencing techniques and enhance their learning with videos, exercises, tools and group discussions. For more information, [click here.](http://www.brodypro.com/)

Dates: All Dates TBD by participant

Location: TBD

Cost: $4,950 plus reasonable trainer travel

Registration: Online Registration not available for this course, please see contact # below

Contact Number: Tina at 215-908-4601 or 215-886-1688 [tina@brodypro.com](mailto:tina@brodypro.com)

### Winning Negotiations 1:1 Coaching

Overview: Everyone can think of a colleague who consistently lands both the best deals *and* the new clients with ease. That *can* be you. Negotiation skills can be learned and immediately applied to all aspects of your work and personal dealings. “Winning Negotiations” coaching will help you to develop critical negotiation behaviors by applying fundamental negotiation principles, and uncovering your tendencies, habits, and comfort zones. The tips, strategies, and techniques shared in this session will help you become a confident negotiator with internal and external customers – to create a win-win. For more information, [click here.](http://www.brodypro.com/)

Dates: All Dates TBD by participant

Location: TBD

Cost: $4,950 plus reasonable trainer travel for Senior Training Consultant

Registration: Online Registration not available for this course, please see contact # below

Contact Number: Tina at 215-908-4601 or 215-886-1688 [tina@brodypro.com](mailto:tina@brodypro.com)

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## Brookings Institution

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### The Art and Science of Negotiation

To achieve organizational goals, today’s executives must develop an ability to employ a full range of negotiation techniques—from win-win to no deal. They need to be able to identify whom programs and policies impact, identify who loses and gains from a particular action, and know the strategic value of understanding one’s "best alternative to a negotiated agreement." This strategy goes beyond simple influence and persuasion techniques to a finely honed ability to understand how and when to apply sophisticated negotiation methods. For more information, [click here.](http://www.brookings.edu/about/execed/programs/artnegotiation)

*Dates:* June 24-26, 2014

*Location:* The Brookings Institution (Washington, DC)

*Cost:* $2,695

*Contact*: (800) 925-5730

Building Networks and Partnerships   
How do government managers successfully create and manage partnerships and networks? How can technology and communications more effectively deliver public goods and services through networks? In this course, you will learn about the barriers to initiating interorganizational relationships and how to overcome them. You also will develop strategies to address conflicts that often arise in these relationships as well as how to create integrated solutions that achieve greater value for the public.

*Dates:*  November 12-13, 2014

*Location:* Brookings Institution (Washington DC)

*Cost:* $1,895

*Point of Contact:* Alexis-Clair Roehrich *Phone:* 202.797.2484 *Email:* [aroehrich@brookings.edu](mailto:aroehrich@brookings.edu)

### Leading Through Influence

In this new, interactive, two-day course, you will learn how to influence people both within and outside your chain of command. You will develop key skills of informal leadership: navigating politics, understanding power, and exercising influence. In addition, the course instructs you on ways to read and think through politically charged situations to resolve them. For more information, [click here.](http://www.brookings.edu/about/execed/programs/influence/2013sept10)

*Dates:* September 9-10, 2014

*Location:* The Brookings Institution (Washington, DC)

*Cost:* $1,895

*Contact*: (800) 925-5730

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## Center for Creative Leadership

### 

### Leading for Organizational Impact: The Looking Glass Experiment

Leading for Organizational Impact enhances your ability to lead while balancing short-term and long-term strategic perspectives. With the advantage of a comprehensive, global, day-in-the-life business simulation, you'll gain a clear view of how your leadership impacts organizational outcomes

Leading for Organizational Impact is for senior managers and executives who lead a function or division. Their scope may be local, regional or global. For more information, [click here.](http://www.ccl.org/leadership/programs/LOIOverview.aspx?pageId=3176)

*Dates:* For dates, please click the link: [here.](http://solutions.ccl.org/Leading_for_Organizational_Impact_The_Looking_Glass_Experience)

*Locations:* Greensboro, NC; San Diego, CA

*Cost:* $7,900

*Contact Information*: 1-336-545-2810

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## Columbia University

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### Negotiation Strategies

Negotiation Strategies: Creating and Maximizing Value (formerly called Negotiation and Decision-Making Strategies) is a three-day program that allows participants the opportunity to learn to negotiate more effectively with various parties, from clients to internal constituencies, and get the most out of their negotiations. For more information, [click here.](http://www8.gsb.columbia.edu/execed/program-pages/details/283/NS?sourceid=finder)

*Dates*: September 16-18, 2014; November 12-14, 2014

*Location*: Columbia University Campus, New York City

*Tuition*:  $5,850 includes materials and some meals.

### Persuasion: Influencing Without Authority

This courseis an intense three-day experience that covers the range of interpersonal and intergroup persuasion challenges, focusing on practical skills and immediate application to real-world situations. Over 3 days, PERS covers the range of interpersonal and intergroup persuasion challenges by pulling from sound psychological research. The course focuses on building consensus, personal persuasiveness, and effective negotiation, all of which are critical in driving change in organizational culture. For more information, [click here.](http://www8.gsb.columbia.edu/execed/program-pages/details/37/PERS?sourceid=finder)

*Dates:* March 18-20, 2014; October 21-23, 2014; December 9-11, 2014

*Location:* Columbia University, NY

*Cost:* $5,850

Contact Number: 212.854.0616

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## Emory University

### 

### Strategies for Maximizing Negotiation Outcomes

This workshop will prepare you to effectively plan and conduct real-world negotiations. The program will cover the diverse range of negotiation settings that all business professionals face – from simple to complex, short-term to long-term, intra-organizational to business-to-business, and professional to personal.  By weaving together content and application exercises for a comprehensive learning experience, this workshop will equip you with the knowledge to confidently manage negotiations - a competency you will leverage throughout your career. For more information, [click here.](http://goizueta.emory.edu/executiveprograms/open_enrollment_programs/Negotiations.html)

*Dates:* March 18-19

*Location:* Emory University

*Cost:* $1,995

Contact Number: 404.727.2200

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## The Graduate School (DC)

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### [Washington Executive Seminar](http://www.grad.usda.gov/../../../course_details.php?cid=EXEC9904L)

In this two-week, non-residential program, participants engage in individual and group activities, exercises, simulations and presentations taking advantage of the Washington location to gain insight into activities on Capitol Hill. The Washington Executive Seminar focuses on the political aspects of serving as a senior executive in the federal government. Faculty includes former House staffers, political appointees, and senior executives from GAO, OMB and other federal agencies. Seminar topics change to reflect current administration initiatives. For more information, [click here.](http://www.graduateschool.edu/course_details.php?cid=EXEC9904L)

*Dates*: February 3-14, 2014; July 14-25, 2014

*Location*: Washington, DC (USDA)

*Tuition*: $3,725

*Contact Number*: 202-314-3300 or toll free 888-744-GRAD (888-744-4723)

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## Harvard University

### 

### Mastering Negotiation: Building Agreements Across Boundaries

Mastering Negotiation: Building Sustainable Agreements goes beyond other negotiation workshops in acknowledging and addressing the challenges of negotiating across cultures, organizations and sectors. Mastery of one’s own sector is no longer sufficient. In a world of intensely multifaceted economic, political and social problems, sustainable solutions necessitate achieving consensus among an unprecedented variety of stakeholders. Therefore, the program examines the effects of both social and organizational culture on negotiation, while at the same time helping participants develop the adaptive skills they need to translate their effectiveness to other settings. For more information, [click here.](http://ksgexecprogram.harvard.edu/Programs/mn/overview.aspx)

*Dates(s):* April 6-11, 2014

*Location:* Harvard University

*Costs:* $6,900 USD

*Contact Number:* 617-496-0484

### Creating Collaborative Solutions: Innovations in Governance

Creating Collaborative Solutions program explores new methods of working across traditional jurisdictions and sectors to identify, understand, and address emerging social problems. For more information, [click here.](http://ksgexecprogram.harvard.edu/Programs/ccs/overview.aspx)

*Dates:* October 19-24, 2014

*Location:* Harvard University

*Costs:* $7,200

*Contact Number:* 617-496-0484

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## Michigan State University

### 

### Power, Influence and Negotiation

This highly interactive two-day program is designed to improve your understanding and ability to master the skill of negotiation and enhance the competitive position of your organization by drawing on the latest research in negotiation, influence and decision-making. You will gain expertise in diagnosing negotiation situations, knowing what strategies to apply in that given situation, maximizing power position, creating opportunities for joint gains, and developing trade-offs that lead to mutually beneficial agreements. The feedback and discussion sessions following each case will reinforce our newly acquired skills. For more information, [click here.](https://edp.broad.msu.edu/events/19)

*Dates:* TBD

*Location:* The James B. Henry Center for Executive Development, Lansing, Michigan

*Cost:* $1,995.00 – full tuition (includes materials, meals, assessments and certificate of completion)

*Contact Number:*517.353.9711 x71005

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## MIT Sloan School of Business

### Negotiation for Executives

Negotiation is a daily practice within business organizations.  We negotiate all the time--with clients and partners, vendors and suppliers, supervisors and colleagues, employees and recruits.  Successful negotiation requires self-awareness, preparation, and practice.  This program addresses all three requirements by providing extensive personalized feedback, tips for efficient pre-negotiation planning, and plenty of opportunities to practice and hone your negotiation skills.  Drawing on fundamental negotiation principles based on scientific research as well as specific real-world examples, this program aims to enhance personal gains in negotiation, while simultaneously sustaining important relationships. For more information, [click here.](http://executive.mit.edu/openenrollment/program/negotiation_for_executives/46)

***Dates:*** April 10-11, 2014; June 10-11, 2014; October 28-29, 2014

***Location:*** Cambridge, Massachusetts

***Costs:*** $2,900 (excluding accommodations)

*E-mail:*[sloanexeced@mit.edu](mailto:sloanexeced@mit.edu)

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## Northwestern University

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### Creating and Managing Strategic Alliances

Grow your business more quickly and with lower cost and risk through the use of strategic alliances. In a world of resource constraints and intense battles for customers, firms are increasingly employing a variety of cooperative relationships to achieve their strategic objectives domestically and internationally. However, designing and maneuvering through alliances are very challenging activities. In this program, highlighted by a collaborative learning environment, you will be inspired with knowledge on how to create and manage different forms of strategic alliances, such as joint ventures, licensing agreements, buyer-supplier partnerships, and consortia. You will also develop a better sense of the costs and benefits of strategic alliances and learn the specific conditions under which alliances are preferred to internal development, mergers and acquisitions, or outsourcing. For more information, [click here.](http://www.kellogg.northwestern.edu/execed/programs/LEAD03/index.htm)

*Dates:* March 16-19, 2014; September 21-24, 2014

*Costs:* $6,300

*Contact Number:* 847-467-7000

### Negotiation Strategies for Managers

Negotiate your way to success. Gain the skills to implement effective negotiation strategy and reach more satisfactory outcomes. Examine how strategic alliances, global competition, licensing agreements, and the use of teams have all changed the face of negotiations today - and how managers who stay on top of these changes get results. Prior to this program, you will complete a web-based survey that will assess your negotiation style. During the program, you will plan, negotiate, receive feedback, and discuss negotiation strategy in a collaborative learning environment. For more information, [click here.](http://www.kellogg.northwestern.edu/execed/programs/LEAD11/index.htm)

*Dates:* May 12-15, 2014; September 29 – October 2, 2014; December 1-4, 2014

*Costs:* $6,300

*Contact Number:* 847-467-7000

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## Office of Personnel Management

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### Center for Global Leadership Series: Leadership for a Global Society

This program offered by the Federal Executive Institute (FEI), you will assess the role of the United States in the world and explore the institutional and policy framework that supports our interactions with other countries. You will focus on best practices in dealing with issues having international implications: the negotiation and teamwork skills that have proven to be the most effective in global interactions. For more information, [click here.](http://www.leadership.opm.gov/programs.aspx?c=89)

*Dates:* July 7-16, 2014

*Location:* Charlottesville, VA

*Cost:* $7,800

*Contact:* 888-676-9632.

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## Skillsoft: eLearning and Performance Support Solutions

[Skillsoft](http://skillsoft.com/) is a pioneer in the field of learning with a long history of innovation. Skillsoft provides cloud based learning solutions for its customers worldwide, ranging from global enterprises, government, and education to mid-sized and small businesses. Skillsoft's customer support teams draw on a wealth of in-house experience and a comprehensive learning e-library to develop off-the-shelf and custom learning programs tailored to cost-effectively meet customer needs. Skillsoft's courses, books and videos have been developed by industry leading learning experts to ensure that they maximize business skills, performance, and talent development. [Skillsoft](http://skillsoft.com/) maintains mappings for a variety of competency models. These mappings help to direct the individual learner to specific Skillsoft learning assets that are directly aligned with the particular subject area and training requirements. Nearly 500 hours of e-learning assets, 1,000 online books and book summaries, and 200 videos are aligned to the OPM Guide to Senior Executive Service Qualifications (ECQ’s).

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### Skillsoft OPM-ECQ Building Coalitions/Communication *Content Summary:*

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | **Courses & Simulations** | | **Books** | **Videos** |
|  | **Hours** | **Assets** |  |  |
| **ECQ #5-BUILDING COALITIONS/ COMMUNICATION** | **39.2** | **50** | **128** | **17** |
| Partnering | 22 | 26 | 40 | 5 |
| Political Savvy | 6.6 | 10 | 28 | 5 |
| Influencing/Negotiating | 10.6 | 14 | 60 | 7 |

[Click here](https://community.skillsoft.com/USGOV/Competency_public.asp) for a complete list of assets and descriptions specific to each ECQ competency.

*Dates:* Available 24x7x365

*Location:* Web-enabled content available with internet connectivity

*Cost:* Most US Federal agencies are currently licensed for a range of Skillsoft learning assets that can support Leadership Development initiatives. Please contact your organization’s Training Administrator for specific information and access.

*More Information:*  <https://community.skillsoft.com/USGOV/Competency_public.asp>  
[Click here](https://community.skillsoft.com/USGOV/Competency_public.asp) for resources related to OPM’s Federal Supervisory Training

Email [*LeadershipTraining@Skillsoft.com*](mailto:LeadershipTraining@Skillsoft.com)for additional guidance.

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## Southern Methodist University

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### Master Negotiation I

This powerful two-day course will train you to take advantage of the gain-gain approach, today’s most respected method of negotiation. The tools and strategies you learn will prepare you for success in principled and profitable negotiation with peers, clients, customers and adversaries. The course’s interactive design provides individualized attention to help you diagnose your current approaches—and strengthen or replace them with proven, powerful skills. You’ll understand how to avoid common errors and negotiate rationally and effectively. You’ll learn how to separate fact from fiction and reality from perception. And because knowledge is power—you’ll learn how to obtain, provide and withhold crucial information that can determine the outcome. The insights you gain will enable you to be soft on people but tough on issues. Carefully crafted negotiation simulations give you a fascinating, hands-on opportunity to test and refine your skills. For more information, [click here.](http://www.cox.smu.edu/web/executive-education/master-negotiation)

*Program Dates*: April30-May 1, 2014

*Program Location*: Dallas, TX

*Cost*: $2,195

*Contact Number*: 214-768-3335

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## Stanford University

### Influence and Negotiation Strategies Program

The comprehensive curriculum in the Influence and Negotiation Strategies Program covers negotiation skills and tactics, and also methods of dispute resolution that can be applied when negotiations break down. Topics range from the use of influence strategies in the everyday work environment to complex deal negotiations involving cultural differences, coalitions, and ethical challenges. Participants take part in exercises ranging from two-party to six-party negotiations, with constantly rotating partners from around the world. For more information, [click here.](http://www.gsb.stanford.edu/exed/insp/)

*Program Dates:* October 19-24, 2014

*Location:* Stanford University

*Cost:* $11,000 USD

*Contact Number:* 650.723.3341

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## University of California Berkeley

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### [**Best**](http://www.gsb.stanford.edu/exed/eld/) **Practices in Negotiation**

Everyone negotiates, but some are much better at this vital skill than others and, consequently, are more likely to reach ambitious goals and receive more recognition and rewards. In this seminar, learn the best techniques for striking better bargains, making lasting agreements and sustaining positive relationships while also learning how to recognize and address the tactics of counterparts. Equally important, you learn to become a savvier negotiator in such scenarios as buying, selling and financing cars, housing and other big-ticket situations. For more information, [click here.](http://extension.berkeley.edu/catalog/course1524.html)

*Dates:* TBD

*Location:* San Francisco, CA

*Cost:* $325

*Contact Number:* 510-642-4231

### Business Negotiating

Don’t get mad. Don’t get even. Get what you want. Learn the strategies and tactics needed to influence others and reach long-lasting, profitable agreements. In this highly interactive course, you learn successful negotiation skills through role play and real-world case studies, giving you the knowledge and experience to handle difficult conversations, communicate with people from different cultures, uncover hidden value, discover optimal job-interview techniques and negotiate salary. Learn techniques to overcome obstacles that prevent you from reaching your goals. For more information, [click here.](http://extension.berkeley.edu/catalog/course96.html)

*Dates:* TBD

*Location:* San Francisco, CA

*Cost:* $750

*Contact Number:* 510-642-4231

### Innovations in Negotiation

Imbalances in power and financial clout compel negotiators to find creative sources of leverage. Learn innovative models and formats that define value in new and persuasive ways to produce lasting agreements. Through discussions and simulations, you practice techniques for investing in relationships to gain more favorable financial terms and mutual satisfaction. For more information, [click here.](http://extension.berkeley.edu/catalog/course2028.html)

*Dates:* TBD

*Location:* San Francisco, CA

*Cost:* $325

*Contact Number:* 510-642-4231

### Women and Negotiation

Get a self-assessment of your negotiating style in this interactive seminar. Study real-life case examples to help you refine your techniques. Using a simple three-phase strategy and instructor-directed practice sessions, learn tools and techniques to increase the likelihood that you will get what you want and deserve in all types of negotiations. For more information, [click here.](http://extension.berkeley.edu/catalog/course691.html)

*Dates:* TBD

*Location:* San Francisco, CA

*Cost:* $295

*Contact Number:* 510-642-4231

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## University of California Los Angeles

### 

### Persuasive Communication

Every day we face the challenge of persuading others to do what we want. But what makes people particularly responsive to our arguments, requests, and products? Persuasion is an art, but it is also a science, and researchers who study it have uncovered a series of hidden principles for moving others—be they employees, managers, coworkers, prospective clients, or customers—in your direction. This session explores the psychological fundamentals of persuasive communication and how to apply those principles to maximize your persuasiveness in an assortment of different contexts and with a variety of different target audiences. This session will be led by Dr. Noah Goldstein, UCLA faculty member and author of Yes, a New York Times bestseller on the topic of persuasion. For more information, [click here.](http://www.anderson.ucla.edu/x27653.xml)

*Dates*: Available as Custom Program

*Location*: Los Angeles, CA

*Fee*: $750

*Contact Number*: (310) 825-2001

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## University of Chicago

### 

### Negotiation and Decision Making Strategies

This interactive five-day program is designed to improve your personal effectiveness and increase the productivity of your organization by drawing on the latest research in the psychology of judgment, combined with time-tested theories of negotiation and decision making. The purpose of this course is to help general and functional managers develop consistently effective strategies and systematic approaches to negotiations and decision making that will dramatically improve their personal effectiveness and the productivity of their organizations. The course provides sufficient familiarity with negotiating and decision making styles that will help managers identify their unique strengths and weaknesses, thus enabling participants to interpret and comfortably use the latest advances in the field of negotiation in their daily decisions. For more information, [click here.](http://booth.chicagoexec.net/programs/ndms.aspx)

*Dates:* February 10- 14, 2014; June 9-13, 2014; October 20-24, 2014

*Location:* Chicago Campus

*Fee:* $9,100

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## University of Maryland

### 

### Effective Negotiation Skills

Negotiating to a win-win outcome is an essential part of effective business practice today, whether your negotiation partner is across the world, across the country, or across divisions in your company. This session will expose you to well-tested strategies that ensure you negotiate an outcome that not only satisfies you, but leaves your counterpart satisfied as well. We'll spend part of the day in simulated negotiation exercises where you'll get the opportunity to practice and hone your new skills. For more information, [click here.](http://www.execed.umd.edu/courses/effective_negotiation_skills.html)

*Dates:* TBD

*Location:* Ronald Regan Building and International Trade Center, Washington D.C

*Costs: TBD*

*Contact Number:* 301.314.1450

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## University of Minnesota

### 

### Negotiation Strategies for Executives

The Negotiation Strategies for Executives program delivers immediate benefits. It will provide you with knowledge of a wide variety of powerful and practical negotiation skills, and an opportunity to practice these skills in several experiential exercises. Participants leave the program with a firm understanding of the theory behind negotiations and the confidence to use different negotiation strategies and tactics. For more information, [click here.](http://www.csom.umn.edu/executive-education/negotiation-strategies-execs.html)

*Date:* April 2014

*Location:* University of Minnesota

*Fee:* $3,500

*Contact:* 612-625-5412

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## University of North Carolina at Chapel Hill

### Negotiation Skills for Effective Managers

This two-day negotiation skills program will allow leaders to enhance their current strengths while practicing their negotiation skills. Faculty leaders will help leaders tackle difficult negotiation issues and will arm them with negotiation techniques such as how to defend against probing questions and how to know when and if making the first offer is appropriate. For more information, [click here.](http://www.kenan-flagler.unc.edu/executive-development/open-enrollment/programs/negotiation-skills)

*Dates:* May 22-23, 2014; September 15-16, 2014

**Tuition:** $2,700

*Location*: The Rizzo Conference Center; Chapel Hill, North Carolina

*Contact*: Phone 1-800-UNC-EXEC or Email [unc\_exec@unc.edu](mailto:unc_exec@unc.edu)

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## University of South Carolina

### 

### [Leadership through People Skills](http://www.moore.sc.edu/execed/publicprograms/leadershipmanagementprograms.aspx)®

One of our highest-rated Executive Education programs, Leadership through People Skills is designed for both the rising star that needs to expand personnel management skills and the seasoned manager looking for new strategies to build staff performance and collaboration. For more information, [click here.](http://www.moore.sc.edu/executiveeducation/leadershipprograms.aspx#peopleskills)

*Program Dates:* TBD *Cost:* $2450/participant ($1950/participant for two or more)

*Contact Number:* 803 777-4443 or 800.393.2362

### 

### [International Negotiation: How to Overcome Cultural Business Challenges](http://www.moore.sc.edu/execed/publicprograms/leadershipmanagementprograms.aspx)

[International Negotiation: How to Overcome Cultural Business Challenges](http://www.moore.sc.edu/execed/publicprograms/leadershipmanagementprograms.aspx) shows you how to successfully manage the negotiation framework in an international environment. Case discussions, videos and a negotiation simulation give you the tools to put your new negotiation skills to work immediately. For more information, [click here.](http://www.moore.sc.edu/executiveeducation/managementprograms.aspx#international)

*Program Dates:* TBD *Cost:* $1350/participant ($1050/participant for two or more)

*Contact Number:* 803 777-4443 or 800.393.2362

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## University of Virginia

Negotiating Success: A Learning Laboratory*Negotiating Success: A Learning Laboratory* is designed to help novice and experienced managers become better negotiators. The program creates an intensive learning laboratory where participants engage in a series of actual face-to-face negotiations that will help develop and enhance their skills. These negotiations are then followed by in-depth debriefs where the experiences are explored and analyzed to build best practices, insights, and conceptual frameworks shared by successful negotiators. For more information, [click here.](http://www.darden.virginia.edu/web/Executive-Education/Open-Enrollment-Program/Negotiation/Negotiating-Success/)

*Dates:* TBD

*Fee: 7,200*

*Contact Information/Registration*

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Email: [Darden\_Exed@darden.virginia.edu](mailto:Darden_Exed@darden.virginia.edu)

Web: [www.darden.virginia.edu/exed](http://www.darden.virginia.edu/execed)

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## University of Wisconsin - Madison

### 

### How to Influence Without Direct Authority

Develop the persuasion and influence skills possessed by effective leaders! Most managers have less formal authority than they need to carry out their responsibilities. Effective, innovative managers know how to use informal, indirect authority to influence key stakeholders: the boss, peers, associates, customers, suppliers and staff. In this course, you learn how to expand your power and positive influence beyond your formal authority in order to get the job done. Examine characteristics and skills of influential people to understand the sources of informal power. Discover how to analyze situations requiring influence and find out how to build effective relationships upward, downward and laterally. Learn influencing strategies, trust-building skills and tools of team-building and oral and written persuasion. For more information, [click here.](http://exed.wisc.edu/Courses/How-to-Influence-Without-Direct-Authority)

*Program Dates:* [February 3-5, 2014; March 10-12, 2014; April 14-16, 2014](http://exed.wisc.edu/Courses/Financial-Analysis-Techniques)

*Cost:* $1,995

*Contact Number:* 608-441-7357

### Gaining Commitment: Coaching and Motivating in the Workplace

Understand what makes an effective team in the workplace! How do you create and sustain an environment of motivation and achievement? How do you encourage higher performance from your staff? This course will help you coach and motivate your people by having inspirational conversations, providing clear direction, and offering tools for improvement. For more information, [click here.](http://exed.wisc.edu/Courses/Gaining-Commitment-Coaching-and-Motivating-in-the-Workplace)

*Program Dates:* [March 12-14, 2014; June 11-13, 2014](http://exed.wisc.edu/Courses/Financial-Analysis-Techniques)

*Cost:* $1,995

*Contact Number:* 608-441-7357

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### Persuasion and Influence Skills for the Project Manager

As a project manager, you’re faced with the challenge of influencing people over whom you have no direct managerial authority. Whether it’s the team members themselves or the line manager who assigned them, project stakeholders or those at the executive level who control the project management process, your ability to persuade and inform is critical to your project’s success. In this course, you’ll perfect your written and oral presentation skills and gain the competency and confidence you need to influence stakeholders at multiple levels. Effectively negotiate with external subcontractors and internal service providers to attain win-win agreements. For more information, [click here.](http://exed.wisc.edu/Courses/Persuasion-and-Influence-Skills-for-the-Project-Manager)

*Program Dates:* TBD

*Cost:* $1,395 USD

*Contact Number:* 608-441-7357

### Project Leadership Communication

Use leadership and workplace communication to build effective work relationships! While few project managers have formal authority over their teams, the most successful ones know how to use the power of moral authority, which is gained through relationship building and effective communication in workplace. In this project management course, you’ll learn about emotional competency and how to improve yours—especially in times of conflict—and about the crucial role communication plays in helping you to deliver effective leadership and be more influential with stakeholders both inside and outside your group. We’ll also discuss key differences between being a leader, manager, coach, and facilitator, and when to play each role. For more information, [click here.](http://exed.wisc.edu/courses/project-leadership-communication)

*Program Dates:* May 1-2, 2014; June 26-27, 2014, August 28-29, 2014

*Cost:* $1,495

*Contact Number:* 608-441-7357

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## Vanderbilt University

### 

### Negotiation Skills for Managers

In this highly interactive two-day program, you’ll learn an analytic framework to help think more clearly about any negotiation you face, and get feedback to help you become a better negotiator. Through a variety of exercises—starting with simple simulations that become increasingly complex—you will be able to immediately see the effects of different negotiation strategies for different scenarios. For more information, [click here.](http://www.owen.vanderbilt.edu/vanderbilt/programs/executive-development-institute/open-enrollment-programs-for-individuals/program-catalog/course-details.cfm?customel_datapageid_31775=47486)

*Date*: April 28-29, 2014

*Location*: Owen Graduate School of Management, Nashville, TN

*Cost*: $1,980

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## Wharton—University of Pennsylvania

### 

### Global Strategic Leadership

Vigilant leaders scan the periphery to identify threats and pursue opportunities in advance of their rivals. ***The Global Strategic Leadership*** program will provide you with the tools to see around the corner to reveal the economic forces shaping the global market. You will explore new frameworks for leading across boundaries, making complex decisions with ambiguous data, and discovering new strategies for volatile and uncertain times. The program will provide you with an opportunity for guided practice in transforming your current strategy and vision into a compelling story that inspires your organization to deliver noteworthy results. For more information, [click here.](http://executiveeducation.wharton.upenn.edu/for-individuals/all-programs/global-strategic-leadership)

*Program Date:* April 1-3, 2014

*Cost:* $7,500

*Contact Name:* Katrina S. Clark

*Contact Number:* 215-898-1776

*Contact Email* – [execed@wharton.upenn.edu](mailto:execed@wharton.upenn.edu)

### Executive Negotiation Workshop: Bargaining for Advantage

We use a combination of group work and individually tailored sessions in which you receive personal feedback on your unique strengths and weaknesses in negotiating. You will practice new negotiating skills with different partners in a wide variety of situations. Finally, using models that are constantly updated, we work on the real-world problems you bring to Wharton, so you can finish the program with workable solutions to use immediately. This is not a just a workshop of bargaining games but also one that emphasizes the real-world challenges you face every day. Participants who have attended other negotiation workshops in the past invariably tell us that this one sets the standard for excellence. This class is led by Professor Shell who brings decades of practical experience in a wide range of negotiation scenarios (mergers & acquisitions, startups, turnarounds, inside-the-organization problems) to each session. For more information, [click here.](http://executiveeducation.wharton.upenn.edu/open-enrollment/negotiation-persuasion-programs/executive-negotiation-bargaining-workshop.cfm)

*Program Date:* March 17-21, 2014

*Cost:* $11,000 USD

*Contact Name:* Katrina S. Clark

*Contact Number:* 215-898-177*6*

*Contact Email* – [execed@wharton.upenn.edu](mailto:execed@wharton.upenn.edu)

### Strategic Alliances: Creating Growth Opportunities

*Strategic Alliances* takes a wide view of the process of forming alliances and focuses on the negotiation and evolution of the alliance. It will give you the tools needed to overcome many of the obstacles inherent in new-market expansion or new-product development, and you will learn how to establish a global strategic position with limited time and resources. The program is complementary to [Mergers & Acquisitions](http://executiveeducation.wharton.upenn.edu/open-enrollment/finance-programs/mergers-acquisitions-program.cfm), which focuses more on valuation and legal issues. For more information, [click here.](http://executiveeducation.wharton.upenn.edu/for-individuals/all-programs/strategic-alliances-creating-growth-opportunities)

*Program Date:* April 28-May 1, 2014

*Cost:* $7,500

*Contact Name:* Katrina S. Clark

*Contact Number:* 215-898-1776

*Contact Email* – [execed@wharton.upenn.edu](mailto:execed@wharton.upenn.edu)

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## Xavier University

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### Negotiating Mutual Success

The key elements of effective negotiations are preserving and building upon relationships with others to develop mutually beneficial outcomes and long-term partnerships.  In this hands-on experience, participants will practice the skills for mutually beneficial negotiating, including both planning for successful negotiations, as well as actually applying principled negotiation principles through role playing, related to their work situations.   Learning is immediate and lasting. For more information, [click here.](http://xavierleadershipcenter.com/programs/negotiating-mutual-success/)

*Dates:* April 9, 2014

*Costs:* $595 USD

*Contact Number:* 513-745-3396 or 800-982-2673

*Location:* Xavier University, Cincinnati, Ohio

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# Fundamental Competencies

Competencies are the personal and professional attributes that are critical to successful performance in the SES. The fundamental competencies are the attributes that serve as the foundation for each of the Executive Core Qualifications. Experience and training that strengthen and demonstrate the competencies will enhance a candidate's overall qualifications for the SES.

## Brookings Institute

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### Interpersonal Savvy

This course helps you develop the agility to gauge your impact on others, be attentive to emotional cues, and cultivate empathy. The interactive course includes exercises that will help you build valuable skills and create cultures rich in feedback. For more information, [click here.](http://www.brookings.edu/about/execed/programs/interpersonalsavvy)

*Dates:*  May 28-29, 2014

*Location:* Brookings Institute (Washington DC)

*Cost:* $1,895

*Contact Information*: (800) 925-5730

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## Harvard University

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### Art and Practice of Leadership Development:

In today’s world, public, private, and nonprofit organizations all want to develop leaders who are stronger, more capable, and more effective in the difficult work they do. That’s why they invest in leadership development for their top professionals, sending them to leadership seminars and hiring consultants to work with them extensively. But times and issues are more challenging than ever, and leaders in organizations find themselves looking for innovative solutions and more frequently being challenged for the decisions they make and the steps that they take. The leadership development practitioners working with them, then, have to be more prepared than ever to work with senior-level executives who face complex problems and operate in high-pressure environments. For more information, [click here.](http://ksgexecprogram.harvard.edu/Programs/apl/overview.aspx)

*Dates*: May 16 – 23, 2014

*Location*: Harvard Kennedy School-Executive Program (Cambridge, MA)

*Cost***:** $7,500 (includes tuition, housing, curricular materials, and most meals)

**For more information on these programs please contact: 617-496-0484**

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## Office of Personnel Management

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### Executive Communication Skills: Leading the Process of Change

This fast-paced program at the Federal Executive Institute (FEI) moves between role-play exercises that build your interpersonal communication skills and leadership sessions providing tools for overcoming barriers to change in your organization. Scenarios based on real-world experiences highlight key components of interpersonal communication, followed by feedback from colleagues and facilitators. You will also develop leadership skills by focusing on your own work experiences and participating in a variety of large- and small-group activities. With one faculty member for every four or five executives, you are guaranteed the personal attention you need to bring your leadership skills to the next level. For more information, [click here.](http://www.leadership.opm.gov/programs.aspx?c=52)

*Competencies Emphasized*: Interpersonal Skills, Influencing/Negotiating, Oral Communication, Team Building, Leveraging Diversity

*Dates*: Upcoming sessions of this class will be scheduled in 2013. Please call 888-676-9632

## Rutgers University

### Would You Want To Work For You? The Formula for Great Management

Great managers create workplaces with higher morale, tremendous commitment, and ever-increasing performance. They draw heavily on learning new methods energize both themselves and others to go the extra mile. This program, designed especially for *managers*, will help address critical competencies to do just that. For more information, [click here.](http://execed.rutgers.edu/management-2/)

*Dates*: TBD

*Location*: Mt. Laurel, NJ

*Costs*: $1,850 (Includes instruction, materials, continental breakfast, lunch, and refreshments)

*Contact:* Phone 856.225.6685 or Email execed@camden.rutgers.edu

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Skillsoft: eLearning and Performance Support Solutions

[Skillsoft](http://skillsoft.com/) is a pioneer in the field of learning with a long history of innovation. Skillsoft provides cloud based learning solutions for its customers worldwide, ranging from global enterprises, government, and education to mid-sized and small businesses. Skillsoft's customer support teams draw on a wealth of in-house experience and a comprehensive learning e-library to develop off-the-shelf and custom learning programs tailored to cost-effectively meet customer needs. Skillsoft's courses, books and videos have been developed by industry leading learning experts to ensure that they maximize business skills, performance, and talent development. [Skillsoft](http://skillsoft.com/) maintains mappings for a variety of competency models. These mappings help to direct the individual learner to specific Skillsoft learning assets that are directly aligned with the particular subject area and training requirements. Nearly 500 hours of e-learning assets, 1,000 online books and book summaries, and 200 videos are aligned to the OPM Guide to Senior Executive Service Qualifications (ECQ’s).

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### Skillsoft OPM-ECQ Fundamental Competencies *Content Summary:*

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | **Courses & Simulations** | | **Books** | **Videos** |
|  | **Hours** | **Assets** |  |  |
| **Fundamental Competencies** | **84.8** | **97** | **184** | **34** |
| Interpersonal Skills | 18 | 18 | 29 | 2 |
| Oral Communication | 20 | 21 | 33 | 8 |
| Written Communication | 16.4 | 16 | 36 | 10 |
| Integrity/Honesty | 6.8 | 10 | 36 | 5 |
| Continual Learning | 16.4 | 23 | 34 | 5 |
| Public Service Motivation | 7.2 | 9 | 16 | 4 |

[Click here](https://community.skillsoft.com/USGOV/Competency_public.asp) for a complete list of assets and descriptions specific to each ECQ competency.

*Dates:* Available 24x7x365

*Location:* Web-enabled content available with internet connectivity

*Cost:* Most US Federal agencies are currently licensed for a range of Skillsoft learning assets that can support Leadership Development initiatives. Please contact your organization’s Training Administrator for specific information and access.

*More Information:*  <https://community.skillsoft.com/USGOV/Competency_public.asp>  
  
[Click here](https://community.skillsoft.com/USGOV/Competency_public.asp) for resources related to OPM’s Federal Supervisory Training

Email [*LeadershipTraining@Skillsoft.com*](mailto:LeadershipTraining@Skillsoft.com)for additional guidance.

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## University of California Berkeley

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### Emotional Intelligence (EQ) and Improvisation: Building Your Leadership Toolkit

Learn to cultivate a high EQ to better understand and develop self-awareness, self-management, social awareness and relationship management. Improvisational training and spontaneous thinking help develop skills for intuitive and creative action “in the moment.” Led by experienced improv performers with organizational experience, this workshop combines the art of improvisation with emotional intelligence and business management skills to enhance your leadership toolkit. For more information, [click here.](http://extension.berkeley.edu/search/publicCourseSearchDetails.do?method=load&courseId=40132)

*Dates:* TBD

*Location:* San Francisco, CA

*Cost:* $295

*Contact Number:* 510-642-4231

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### Essentials of Management

Survey the history of the management field; explore the planning, organizing, leading and controlling dimensions of the manager’s job; and analyze the transition that takes place as an individual professional takes on a management position. Learn key interpersonal and managerial skills. For more information, [click here.](http://extension.berkeley.edu/search/publicCourseSearchDetails.do?method=load&courseId=40348)

*Dates:* January 6 – March 24, 2014

*Location:* San Francisco, CA

*Cost:* $750

*Contact Number:* 510-642-4231

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### The Coach Approach to Effective Communication and Leadership Development

Business professionals can benefit from learning how to assess, appreciate and communicate more effectively through a coach approach. Gain the knowledge and confidence to create value for your organization and the people involved. Learn eight core coaching competencies for effective communication, as well as how to start a coaching relationship, perform ongoing coaching and complete the relationship. For more information, [click here.](http://extension.berkeley.edu/search/publicCourseSearchDetails.do?method=load&courseId=40166)

*Dates:* March 31 – Mary 19, 2014

*Application Deadline:* April 1, 2013

*Location:* San Francisco, CA

*Cost:* $450

*Contact Number:* 510-642-4231

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### Interpersonal Communication Skills for Business part I

Effective communication skills help foster cooperation and teamwork within an organization. Learn key interpersonal skills that can boost your influence at work and make you more effective. Learn to overcome barriers, provide constructive feedback, identify strategies for communicating across cultures and understand how gender roles and differences influence communication. For more information, [click here.](http://extension.berkeley.edu/search/publicCourseSearchDetails.do?method=load&courseId=40395)

*Dates:* TBD

*Location:* San Francisco, CA

*Cost:* $525

*Contact Number:* 510-642-4231

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**Interpersonal Communication Skills for Business part II**

Effective communication skills help foster cooperation and teamwork within an organization. Gain additional training in key interpersonal communication skills covered in Part 1 that will enhance individual and group effectiveness in a business setting. Increase your competency in the core communication concepts and skills taught in Part I and apply them to new contexts that are critical for enhancing collaboration, increasing message clarity, increasing emotional intelligence, providing evaluative feedback, managing conflict and facilitating teams and groups. For more information, [click here.](http://extension.berkeley.edu/search/publicCourseSearchDetails.do?method=load&courseId=40374)

*Dates:* TBD

*Location:* San Francisco, CA

*Cost:* $525

*Contact Number:* 510-642-4231

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## University of Minnesota

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### Authentic Leadership: Purpose, Passion, and Courage

The success of a company depends on the ability of its executives to lead with courage. Learn to function as a leader in a more purpose filled way, and be prepared to offer authentic leadership to your company and your community. For more information, [click here.](http://www.csom.umn.edu/executive-education/authentic-leadership.html)

*Date*: TBD

*Location*: University of Minnesota

*Cost*: $3,500

*Contact*: 612-625-5412

### Creating and Executing Strategies

The program provides an integrated, flexible framework for strategy development that focuses on what the various approaches to strategy all have in common - decision-making. This framework will enable you to select the appropriate process for specific decisions, and enable your organization to build in (rather than inspect for) decision quality. For more information, [click here.](http://www.csom.umn.edu/executive-education/creating-executing-strategies.html)

*Dates*: May 20-22, 2014

*Location*: University of Minnesota

*Cost*: $3,000

*Contact*: 612-625-5412

### Critical Thinking and Communication

How often have you struggled to get to the core of an issue or to clearly organize your thinking on a question? If you are like most executives, the answer is “more often than you’d like.” Our critical thinking seminar will demonstrate tools that are proven to be effective in organizing both problem-solving efforts and business communications. This session will focus on determining “what problem am I trying to solve?” laying out a clear analytical framework for developing solutions, and developing a logical structure for communicating recommendations to senior management. For more information, [click here.](http://www.csom.umn.edu/executive-education/critical-thinking-communication.html)

*Date*: November 4-6, 2014

*Location*: University of Minnesota

*Cost*: $1,500

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## Xavier University

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### Communication Skills

As a business professional, your role often involves getting things done through others.  Therefore, your most powerful tool could be the ability to communicate.  This interactive workshop helps you recognize when to communicate, how to do it effectively, and what to do when obstacles get in your way. You’ll discover how proper communication allows you to more successfully provide feedback, conduct coaching, motivate your staff, resolve conflict and meet everyday workplace challenges–all with an eye toward becoming a manager who helps team members achieve results. For more information, [click here.](http://xavierleadershipcenter.com/programs/communication-skills/)

*Dates:* April 17, 2014

*Application Deadline:* February 26, 2013

*Costs:* $595

*Contact Number:* 513-745-3396 or 800-982-2673

*Location:* Xavier University, Cincinnati, Ohio

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# Appendix of Washington DC Area Programs

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| [George Washington University](#TwoGW) |
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# Master Course Index

This edition of the catalog provides an index of all of the previous mentioned courses. Users will be able to navigate through the index by **double clicking the table below**. From there they can scroll down to see all of the courses and scroll right to see the website associated with the course. The index is filtered in the following order: first by *State/Location*, second by *ECQ*, and then finally by *Cost*. The State/Location is organized alphabetically, the ECQs are organized numerically, and the Cost is organized numerically, from least to most expensive. The three classifications are useful in identifying programs in a particular state, along with ECQ concentration and cost. Users can also click the arrow at the top of each collum to sort by a specific category. Utilizing this index can be effective in making the most cost-effective and appropriate class selection for one's executive learning needs.

For a web based version of this table [click here.](https://skydrive.live.com/redir?resid=C91C1A97557DBC64!139&authkey=!ABBO_vfyU00YDpc&ithint=file%2c.xlsx) This version uses Microsoft’s SkyDrive, a web application that has a Microsoft Excel feature, to display the information. The online version allows users to conduct many of the basic functions of Excel like sorting and filtering, while also providing users with a larger, more user-friendly interface. When using SkyDrive to view the table, users should be patient as they scroll down as it takes time to load all of the courses. Also when using the filtering and sorting functions users should not be alarmed if the screen becomes blank, because it will return back to the document after they choose a function. Furthermore, if a user has a SkyDrive account they would be able to download the index and be able to view in as an Excel document.

**Master Course Index as seen on Skydrive**

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# Readings Index

The reading list consists of categories which include the author, title, date, ECQ, and a brief summary of the book. Users will be able to navigate through the index by **double clicking the table below**. From there they can scroll down to see all of the books and scroll right to see the ECQ and the summary associated with the book. The authors are listed in alphabetical order, therefore a user can easily identify specific author's work. However, if a reader wishes to identify books by the title or by the ECQ, he/she can press the downwards arrow in the first row of the column the user wishes to sort by. The dates are listed to give a general idea of how recent the book was published.

For a web based model of this table, [click here.](https://skydrive.live.com/redir?resid=C91C1A97557DBC64!142&authkey=!AKqs1JaCIn9v4J8&ithint=file%2c.xlsx) This version uses Microsoft’s SkyDrive, a web application that has a Microsoft Excel feature, to display the information. The online version allows users to conduct many of the basic functions of Excel like sorting and filtering, while also providing users with a larger, more user-friendly interface. When using SkyDrive to view the table, users should be patient as they scroll down as it takes time to load all of the classes. Also when using the filtering and sorting functions users should not be alarmed if the screen becomes blank, because it will return back to the document after they choose a function. Furthermore, if a user has a SkyDrive account they would be able to download the index and be able to view in as an Excel document.

**Readings Index as seen on Skydrive**



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# Career Planning

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This section provides information and helpful tools that will start you thinking about your career outlook and begin setting or refining career goals. These goals will help you progress in your chosen career path or put you in a new career direction that you believe may be more challenging and rewarding. These tools will help you as you prepare your Individual Development Plan, identifying your specific career goals and how you’ll acquire the knowledge and develop the skills necessary to achieve them. Career planning and professional/leadership development is critical to finding out what makes you happy and setting a course that will bring you that happiness. We hope you take the time and opportunity to look through this section and begin thinking about your future.

After the great feedback we received from the **Career Planning** section from the previous January’s Edition of the catalog, we wanted to provide more tools for career development. In this version of the catalog we added an **Interview Skills Module**, **a Federal Resume Module**, **Career Interest Surveys**, and **Online Leadership Articles.**

This section includes:

* The **Interview Skills Module** provides tips and advice on how to prepare for an interview and how to succeed in the many different types of interviews
* The **Federal Resume Module** provides insight on what to include in your resume and responds to many myths about Federal Resumes.
* The **Career Interest Surveys** are free online tools that have been proven to introduce more career options, increase satisfaction in one’s career plan and increase understanding of oneself.
* The **Online Leadership Articles** that help teach practical skills you need to excel in your career. The articles will help you become a better leader, show you how to advance in your career, and teach you how to work more efficiently to get the most out of your career

Are you satisfied with your overall career outlook--wherever you are along that path?  Have you planned for your long-term career? Are you in a job or career path that aligns with your interests and work preferences? If your answer to any one of these questions is **NO**, maybe it’s time you started thinking about clarifying professional goals and developing your career plan. Career planning is an ongoing process that begins with the initial definition of your career goals. Periodically, you must revisit your set of personal career goals and revalidate or adjust your plan based on progress towards meeting your goals, projected needs of the organization, and/or opportunities available within the federal government. Everyone, whether they are support staff, mid-level staff, supervision/management or executives, can benefit tremendously from career planning.

If you’re reading this introduction and looking through this catalog, you’re already interested in developing your leadership or professional capabilities. Deciding to plan how you will achieve your career goals is an important first step in the career planning process. Career planning helps you identify your leadership or professional/technical development needs and possible strategies to achieve them. A career plan can take individuals in several directions that allow them opportunities to shift from senior subject matter expert or technical leadership roles into that of a supervisor, manager or even executive. Your supervisor should also be involved in your career planning efforts so he/she has a better understanding of your professional goals and developmental needs and can provide guidance and support in helping you reach these goals. In addition, in an environment where federal budgets are shrinking, resources are diminishing and the federal job market offers fewer promotion opportunities, carefully considered career planning steps can help you develop a competitive edge so that you are better positioned to progress on a chosen career path when opportunities arise.

So, where to start? Given how busy employees are today, many agencies have begun helping their employees plan their career development strategies by offering career planning tools. One example is the Department of Veterans Affairs (VA). VA has created the MyCareer@VA career planning process at <http://www.mycareeratva.va.gov/Pages/default.aspx>. While this process was intended for current VA employees, it can be used by any federal employee to support their career planning efforts. It provides a process that leverages several tools including the My Career Fit Tool, My Career Mapping Tool and the VA Career Guides. This process includes 4 sequential steps:

* [*Preparing*](#prepare) for your long-term career by establishing career goals;
* [*Exploring*](#explore) career paths that address these goals;
* [*Planning*](#plan) your career path through preparation of an Individual Development Plan (IDP) that links career goals to needed training and development activities; and
* [*Developing*](#develop)your knowledge and skills.

As you create a plan for your career, you will have an opportunity to:

* Identify what is important to you and, what interests you most and establishing career goals that align with those interests
* Explore alternative career paths that allow you to act on those interests and preferences
* Develop an IDP with short and long-term career goals; and
* Increase your knowledge and skills, through formal and on-the-job training, developmental opportunities, mentoring relationships, etc., so that you are best positioned to meet those goals.

***Prepare for Your Career***

The first step in the career planning processinvolves reflection and preparation. In order to identify a career path, you will need to consider the following questions: If I am not satisfied with my current position or duties, what is it I want to do? What are my true work interests and, what kind of work environments do I prefer? You should be aware of your work interests and preferences so that you can make decisions about a career path that aligns with those interests and preferences, whether its to make a change to your current career path or continue to work toward greater and higher levels of responsibility in your chosen profession.

The My Career Fit Tool at <http://mycareeratva.va.gov/careerfittool/> provides an interactive questionnaire designed to help you better understand your [work interests](http://mycareeratva.va.gov/Resources/Pages/default.aspx#W) and [work environment](http://mycareeratva.va.gov/Resources/Pages/default.aspx#W) preferences. The tool translates your responses into potential career options that may be a good fit for you based on your personal and professional preferences. As you answer various questions regarding your likes and dislikes with respect to your work interests and environment, the tool will determine which job matches provide the best fit for you. When you’ve completed all the questions (and all questions must be completed for the tool to work) and request the tool to show all job matches, it will return your work interests and work environment scores and a listing of job matches from greatest fit to minimal fit. The tool allows you to filter this listing by the amount of experience needed for these jobs and by occupational family.

Another important aspect of identifying you work interests is discovering what motivates you to succeed. There are many potential motivators. For example, are you interested in public service or financial gain? Do you desire a supervisory or leadership position? These are important aspects to consider when making career decisions and identifying those career paths that will allow you to address your specific interests and preferences while satisfying what internally motivates you to perform and succeed. Understanding these helps provide the overall context in career decisions.

Whether you are ready or prepared to serve in a supervisory or leadership position is also an important question to ask yourself. For many of us who have our sights set on a Senior Executive Position, serving in a supervisory or management position would seem to be a logical career progression on the path to the SES. However, many of us may not yet be ready to serve in this capacity or may not understand or realize what serving in a supervisory or management position truly entails. Conversations with your supervisor about possible acting/detail assignments or a rearrangement of current work to gain additional supervisory or management experience would be beneficial and might help you determine whether supervision and management is the right path for you.

***Explore Career Paths***

The next step in the career planning process is to thoroughly research, explore and learn more about those career paths and occupations you discovered or identified that align closely to your interests and preferences. So, where do you start? One place you can start is the My Career Mapping Tool at <https://my.mycareeratva.va.gov/careermapping/select.aspx>. This tool allows you to explore various jobs within and beyond your current occupational family, understand what skills and knowledge are needed to be successful in these jobs and build a formatted resume ready for USAJOBS.

Here are some steps to consider or follow:

* You can search for various career paths either by entering a specific job title or by keyword search if you are interested in a more general search
* You can select specific job details by selecting a specific occupational family, the specific job series, job title, and grade level in which you are interested.
* Once you’ve selected all appropriate preferences, you can show the job options that correspond to your selections.
* Up to three of these options can then be compared side-by-side, by clicking on the specific job options you want to compare and clicking on the “Compare (up to 3)” button.
* The side-by-side comparison will show the competencies and knowledge areas, licensures required, and next steps, if applicable, for each of the jobs selected for comparison.

The VA Career Guides <http://www.mycareeratva.va.gov/Careerpath/Pages/careerguides.aspx> can also be used to research detailed information about each occupational family and career path, including knowledge areas, education and licensure requirements, and the recommended training and developmental experiences needed for each career level.

Several other federal agencies have websites that help you learn more about the various career fields and positions they offer. Although not an exhaustive list of all federal agency websites, following is a listing of cabinet-level agency sites that will help you get started identifying whether other organizations offer career paths or positions that align with your interests and preferences.

* U.S. Department of Energy: <http://jobs.energy.gov/>
* U.S. Department of Agriculture: <http://www.usda.gov/wps/portal/usda/usdahome?navid=CAREERS>
* U.S. Department of Commerce: <http://www.commerce.gov/about-commerce/careers>
* U.S. Department of Defense: <https://kb.defense.gov/app/answers/detail/a_id/43/~/federal-civilian-jobs-with-the-department-of-defense>
* U.S. Department of Education: <http://www.ed.gov/jobs>
* Environmental Protection Agency: <http://www.epa.gov/jobs/>
* U.S. Department of Health and Human Services: <http://www.hhs.gov/careers/>
* U.S. Department of Homeland Security: <http://www.dhs.gov/landing-page/component-careers>
* U.S. Department of Housing and Urban Development: <http://portal.hud.gov/hudportal/HUD?src=/program_offices/administration/careers>
* U.S. Department of the Interior: <http://www.doi.gov/public/findajob.cfm>
* U.S. Department of Justice: <http://www.justice.gov/careers/careers.html>
* U.S. Department of Labor: <http://www.dol.gov/oasam/doljobs/occupations.htm>
* U.S. Department of State: <http://www.careers.state.gov/>
* U.S. Department of Transportation: <http://careers.dot.gov/js_oppareas.html>
* U.S. Department of Treasury: <http://www.treasury.gov/careers/Pages/default.aspx>
* Office of Management and Budget: <http://www.whitehouse.gov/omb/recruitment_default>
* Office of the United States Trade Representative: <http://www.ustr.gov/about-us/human-resources/employment>
* Small Business Administration: <http://www.sba.gov/about-sba-services/join-our-team>
* USAJOBS: <https://www.usajobs.gov/>

***Plan Your Career Path***

* This is probably no surprise to you, but a very critical step in planning your career path is the creation of an Individual Development Plan that establishes specific career goals for knowledge to be learned, skills to be built and experiences/activities to help prepare the way to a new career. But, how do you go about creating an IDP? The Office of Personnel Management has an excellent link: <http://www.opm.gov/wiki/training/Individual-Development-Plans.ashx> that provides helpful information about IDPs and, how the process of developing IDPs supports your overall career development. This site walks you through the process of developing your IDP by asking the following questions:
* How can I utilize an IDP in my agency?
* How do you go about developing an IDP?
* How are other organizations using the IDP?
* Where can employees find training and development opportunities?
* What other tools and resources are available for me?

It’s important to note that, preparation of an IDP is not only a part of the planning step, *it is an integral part of overall career planning*. For some of you, development of an IDP may be a required activity that you do routinely on an annual basis. Sometimes, people get to a point where these routine activities are conducted on “auto-pilot” without much effort or thought (They have “checked the box” with limited or no gain in knowledge or skills). However, if you are going to be competitive for your next position or promotion, you should view your IDP as a tremendous opportunity to shape the course and results of your career plans. In addition to using an IDP to identify training classes, on-line courses or conferences you should attend, this tool should be used to make decisions about what is important to you with respect to your career and what you need to do to make your career more satisfying - even if it means changing your career path.

We are all at different stages of our careers, so everyone will have different developmental needs that will translate into different short-term and long-term career goals for our future. Having an effective and thoughtfully considered IDP will help you to identify and clarify specific goals to determine what you need to do in order to achieve them. You can begin to develop your career goals and activities by asking the following questions:

* Do you want to remain in your current position and progress within it?
* Are you interested in finding a new job or totally different career field?
* Would you like to find similar work in a different geographic area or career path?
* Should you make a move to another job that is better aligned with you interests and preferences?
* What new knowledge or skills will you need in order to qualify for and/or perform the duties of the goal position?
* Can these be learned on the job or must you enroll in outside education programs?
* If needed, is there a “bridge” position you can pursue that will help you qualify for the new position? If yes, what are your options to be selected or reassigned to it?
* If you need to acquire a new or advanced degree, are their colleges or universities nearby who offer the required courses?
* Is there financial assistance you can obtain from your employer to attend those courses and position yourself to compete for it? Can you provide justifications to qualify for that financial assistance? Are there service payback restrictions in accepting such assistance?
* If you need additional supervisory or management experience, what detail opportunities or work assignments are available to meet this need?
* What will you need to sacrifice to be successful?
* Is anyone else impacted by your career choice? If yes, how are they impacted and, are any adjustments needed?
* How or when will you know if you have chosen the “best” career path?

While there is no one best way to prepare an IDP, most IDPs include your short and long-term career goals and estimated dates for when you expect to reach these goals. IDPs should define what your development objectives are that will help you reach these goals. To the extent possible, they also align with the overall mission goals and objectives of your agency or organization. The IDP should list the various opportunities you have available for training, skill and knowledge development such as:

* on-the job training with progressively higher level duties and more responsibilities,
* approved training courses,
* free training programs or seminars offered by OPM or other agencies,
* targeted readings,
* rotational, shadow and detail assignments and
* special projects.

To gain the most benefit from an IDP, it should be prepared in coordination with your current supervisor and, if you have one, a mentor. Once implemented, you should discuss your progress with your supervisor (and mentor) at least quarterly and update it as you complete, modify or delete planned activities. These discussions can confirm you are on track and making progress in your career development.

Special note: IDPs are not just for career planning or finding a new job. IDPs can also be very helpful and effective for helping you to improve knowledge and skills in your current position and preparing you for higher-level projects or assignments with greater responsibilities. In order to be considered for promotion in your chosen field, there will always be a need to demonstrate the required knowledge and skills at the next level. Having an IDP that includes knowledge and skills benchmarks for the next higher level and – fully demonstrating the same – is one of the best ways to demonstrate your promotion potential.

The OPM site provides several templates used by various federal agencies that allow for documenting and recording key information in your career planning process and tracking your progress to determine how well you are meeting your identified goals. In addition to the agencies listed on OPM’s site, the VA also provides an IDP template. Some of these templates may offer sections to record your interests and preferences, identify your career goals, list the career paths or occupations which align with your interests and preferences and any skills you need to develop, to achieve them and identify and prioritiz those competencies that you must further develop. You should take some time to go through these various templates to determine which one may best meet your IDP needs.

Templates:

* [U.S. Department of Justice - LEAP](http://www.opm.gov/WIKI/uploads/docs/Wiki/OPM/training/DOJ%20IDP%20SAMPLE%20FOR%20OPM%2010%202010.doc)
* [U.S. Department of Labor](http://www.opm.gov/WIKI/uploads/docs/Wiki/OPM/training/DOL%20IDP%20template.doc)
* [U.S. Environmental Protection Agency](http://www.opm.gov/WIKI/uploads/docs/Wiki/OPM/training/EPA%20idp_template%202010.doc)
* [U.S. Department of Navy](http://www.opm.gov/WIKI/uploads/docs/Wiki/OPM/training/Navy%20IDP%201%20.doc)
* [U.S. Small Business Administration](http://www.opm.gov/WIKI/uploads/docs/Wiki/OPM/training/SBA%20ODA%20IDP%20Template%20v2b.pdf)
* [U.S. Department of Education](http://www.opm.gov/WIKI/uploads/docs/Wiki/OPM/training/idp%20template.doc)
* [U.S. Department of Treasury](http://www.opm.gov/wiki/uploads/docs/Wiki/OPM/training/Treasury%20IDP.doc)
* [U.S. Department of Veterans Affairs](http://www.mycareeratva.va.gov/CareerPlan/Documents/My%20Career%20Workbook.pdf)

In addition, HR University at [www.hru.gov](http://www.hru.gov), has an online IDP process to help you create an IDP. You will need to register in order to use the “Create My IDP” function.

***Develop Your Knowledge and Skills***

Now that you you’ve prepared your IDP and shared it with your supervisor and/or mentor it’s time to put your IDP into action! You need to begin to build the knowledge, skills and experiences identified in the planning phase. You can do this by securing approval and agency support to register for appropriate or required training courses and seminars, gaining new experiences and building relationships with mentors and colleagues to help you achieve your goals. The “Leadership Development Seminars January 2013 Edition” catalog and readings provide several training opportunities that can assist you in building your skills and knowledge while helping you grow in the five Executive Core Qualifications (ECQs) and Fundamental Competencies.

Your supervisor or manager should also serve as a good resource for helping you develop the knowledge and skills you need during this preparation phase. Supervisors should be able to recommend or help you identify appropriate on-the-job developmental activities such as special projects, details within your agency or assist you to research and determine if suitable opportunities may be available in other agencies.

While it is important to identify what you need to do in order to improve your skills and competencies, it is also important to get feedback from others about their perspectives on your job knowledge, skills, abilities and the results of your efforts. It is recommended that you and your supervisor meet at least quarterly to review and discuss progress on completing the IDP action items and, your overall performance in your current position. If you are currently a supervisor, feedback from others, such as through the use of a Leadership 360 Assessment instrument, will help you figure out those skill areas or competencies for which you may need additional improvement. OPM offer 360 Feedback services and provides information about their services and how they benefit Federal supervisors, managers and executives at <http://www.opm.gov/hr/employ/products/survey/leadership360.asp>. If your agency is not planning to offer participation for a group of managers in the 360 process through OPM, it is also possible to utilize private industry sources to conduct a Leadership 360 Assessment.

**Mentors**

It is also important to seek out and develop a mentoring relationship. Mentoring can be a formal or informal relationship between two people, one of whom is often in a senior position who serves as the mentor and the other is often in a junior position who serves as the protégé. Mentors can serve an important role in your career development by providing training and coaching on specific skill areas, sharing resources and networks that can help you move forward in your career, challenging you to move beyond your comfort zone, exposing you to different perspectives and experiences, creating a learning environment in which you feel comfortable taking risks and focusing on your total career development. OPM’s website at <http://www.opm.gov/hrd/lead/mentoring.asp> provides information about mentoring as part of its training and development policies.

Your supervisor or agency training representative should be able to tell you whether your agency has a formal mentoring program in place. If your agency does not, you should consider entering into an informal relationship by seeking out senior level employees or other individuals with whom you can discuss your career planning efforts and who can provide advice and guidance to help you reach your career goals.

Some agencies have formal mentoring programs in place that are structured and provide clear and specific organizational goals. Below are links to a couple of agencies that offer formal mentoring programs.

* U.S. Department of Commerce: <http://hr.commerce.gov/Employees/TrainingandDevelopment/DEV01_006099>
* U.S. Department of Health and Human Services: <https://mentoring.hhs.gov/>

***Conclusion***

We hope this planning process brings you closer to achieving your career goals and objectives. Some of the ideas and recommendations in this process may have caused you to step out of your comfort zone and make some decisions that might not only be career changing, but life altering. Career planning and professional development is about finding out what makes you happy and setting a course that will bring you that happiness and career success, however you choose to define it. Along the way, you will need to maintain your courage, stay flexible and be willing to make adjustments to maximize your potential for success. Only you can determine what will make you happier and best support your career development. Finally, a quote to live and work by:

“The worst days of those who enjoy what they do, are better than the best days of those who don’t”.

– E. James Rohn

# Interview Skills

The interview is the most important part of the hiring process. It is also the part that you, as the applicant, have the most control over. Most managers are taught to allow the interviewee to speak at least three-quarters of the time: this means, with proper preparation, you can control three-quarters of the conversation! A study conducted by the United States Merit Systems Protection Board found that 95% of federal supervisors rely on the information obtained from a interview “a great” or “moderate extent” when making hiring decisions. Not only are interviews used in hiring decisions, but 61% of federal supervisors believe that they predict job performance to “a great extent.” Interviewing is a skill that takes practice and dedication, but the payoff is certainly worth it. It is usually the last step in the hiring process and a good interview will often make the difference between receiving a job offer or not.

As you begin to plan and prepare for your interview, this guide will offer some helpful tips and suggestions including:

* Some basic “[do’s](#Dos) and [don’ts](#Donts)” of interviewing
* [Descriptions of the types of questions you may be asked](#types): [standard,](#standard) [behavioral,](#behavioral) [situational](#situational)
* [Types of interviews:](#types2) [panel](#panel), [structured,](#Structured) [non-traditional](#nontraditional)
* Methods for success in any interview situation, including [the STAR method](#STAR)
* A brief overview on interviewing for [Senior Executive Service](#SES) positions
* [Outside sources](#sources)

Basic Do’s and Don’ts  
Since you have already been hired by a federal agency you have a great deal of interviewing experience and expertise. However, it is always helpful to review the basics.

*Do’s*

* Give yourself ample time to get to the interview and arrive 10-15 minutes early. Some federal agencies may have strict security requirements which will add to your time getting to the interview. Factor this in and ask your interviewer about any necessary IDs or paperwork that you need to bring.
* Dress conservatively and overdress if you are unsure how formal the dress code is.
* Stay up to date on the agency: any recent headlines, new hires, etc. So much information about federal agencies makes it to the newspapers that you should be well-versed on what is going on.
* Know everything on your resume and be prepared to discuss it in detail
* Prepare thoughtful questions for the interviewer. This is an easy way to further indicate your interest in the position, show that you’ve done your homework and demonstrate interpersonal skills. Some types of questions you can ask can be about the position itself, the agency that you will be working for or the field as a whole.
* Practice, practice, practice!
* Send a thank you note to the interviewer within two days of your interview. Most businesses will accept an emailed thank-you letter. Examples of thank you letters can be found [here.](#northeastern1)

*Don’ts*

* Consider any question to be a throwaway. Even simple questions such as “Tell me about yourself...” or “What are some hobbies?” are easy ways to sell yourself and showcase your interpersonal skills. The Harvard Career Center advises that you tailor your response to “So tell me about yourself...” specifically to the job that you are applying to: what past relevant experiences you have had, where your interests lie and why you are applying today.
* Lie. Instead, turn a weak point into a learning experience. Honesty is the best policy.
* Neglect the importance of knowing your long-term goals and how the job you are interviewing for fits into this trajectory.

Types of Interview Questions and How to Prepare

There are three primary types of interview questions: the standard question, the behavioral question and the situational question. The type of questions you are asked may depend on the level of the job that you applying for. Most managerial and supervisory positions will rely more heavily on behavioral questions, as the interviewer is most interested what you have previously accomplished in these types of positions. For lower level positions, more of the questions may be situational, since the interviewer understands that you do not have the same level of practical experience.

*Standard Questions*These are the archetypal interview questions that you are probably very familiar with by this point. These questions may include:

* What are your strengths and weaknesses?
* Where do you see yourself in \_\_\_\_ years?
* Why are you interested in this position?
* Do you consider yourself to be organized?
* Do you work well in teams?
* Tell me about yourself.

*Behavioral Questions*  
Behavioral interview questions are more in-depth than a traditional interview question and are also known as *experience-based interview* *questions*. They cannot be answered by a simple yes or no and are often very vague. The reason that many employers use these kinds of questions is to find out about a candidate’s past behavior in specific situations; after all, past behavior is a reliable indicator of a candidate’s ability to make a good decision. A good way to think of a behavioral interview questions is as less of a question with a direct answer but rather as a prompt for discussion. Oftentimes the interviewer will take notes of the candidate’s responses to these types of questions.

Examples of Behavioral Interview Questions (courtesy of Virginia Tech’s Career Services Office)

* Give an example of a time when you had to be quick in coming to a decision.
* Give an example of an important goal you had to set and describe your progress in reaching that goal.
* Describe a situation when you had deal with an upset supervisor or co-worker.

How to Succeed in Behavioral Interviews: the STAR Method

Now that you have a clear understanding of what the behavioral interview looks like, there are a few specific techniques to learn in order to prepare for it. The pneumonic for behavioral interview responses is: STAR, or Situation, Task, Action, Result. STAR is a way to structure your response to behavioral questions for maximum clarity and effectiveness.

The nature of behavioral interviewing calls upon your ability to recall a past situation and explain what you did in it, all the while showcasing a specific ability that you possess. The most effective answer to a behavioral interview question is a very specific one. A great way to prepare for behavioral interviews in government jobs is to look at the KSAs required for that position and prepare STAR responses that directly relate to the KSAs.

Suppose you are prompted by your interviewer with this statement: “Describe a time when you were forced to make an unpopular decision.” How could you use the STAR method to respond to this? First, describe the *situation* in which you had to make the unpopular decision. Give enough background information so that the interviewer understands why this decision needed to be made. The situation could be from a past job, volunteer experience or other leadership position. Then, describe the *task* at hand. Perhaps the *task* was what required this unpopular decision to be made. Then, detail the *action* that you took. For this question, the *action* is listed in the prompt itself: making the unpopular decision. You may also include the different policies and processes required by this action, focusing on those that you spearheaded. Finally, describe the *result* of the *action* that you took. It is very important that you choose a *situation* that had positive *results.* You want to portray yourself in the best light possible. Keep in mind that you are telling a story and as such, it should have a clear beginning, middle and end.

Here is a more detailed example of how to use the STAR method in an interview, using the same prompt. Let’s imagine that you are tasked with changing an office process that has become outdated and inefficient, however, the office staff is very resistant to change. First, describe the *situation* that the office was facing (why the process needed to be changed) and also the current office environment that created an issue for implementation. Then, discuss what you were *tasked* with doing: perhaps your supervisor demanded that the current office process be changed within a certain amount of time in order to meet a specific productivity goal. Elaborate on what *actions* you undertook in order to fulfill your *task*. Be specific: what programs did you implement, what meetings did you hold, etc. In this situation, ensure that you cover what you did to encourage the office’s adoption of the new practice despite their misgivings. Make sure to emphasize the *actions* that you specifically oversaw. Finally, discuss the positive *results* of your *actions*. Perhaps you held an extremely effective training session for your entire staff which led to a 100% participation rate in the new office process and, that, in addition, the staff reported increased efficiency, fulfilling the *task* that your supervisor had mandated.

*Situational Interview Questions*:

Most often, *situational* interview questions are described as the hypothetical version of *behavioral* interview questions. So, instead of asking you to recall a past occurrence using the STAR method, the interviewer wants to know what you *would* do in a particular situation. Often the questions are similar in content to behavioral questions. Some sources consider *situational* and *behavioral* interview questions to be the same.

Examples of Situational Interview Questions

* Your supervisor is very upset with you and your co-worker for a project both of you worked on. However, the mistake that your supervisor is very upset about is in the portion that your co-worker produced. What would you do?
* Please give us an idea of what you will do during your first three months if you are selected for this position. For example, how will you get up to speed on the organizations you support? How will you deal with your new employees and the upper management? What will be your approach to managing this transition?
* How would you handle a situation when someone asks you to do something that goes against this agency’s policy or regulation?

Types of Interviews: The Structured Interview, the Panel Interview, the Non-Traditional Interview

These types of interviews are not necessarily mutually exclusive. Most panel interviews will be structured and non-traditional interviews may also be structured. You are most likely to have a panel interview if you are applying for a higher-level position (in the federal government, above a GS-9).

*The Structured Interview*

According to research performed by the U.S. Merit Systems Protection Board, structured interviews have high levels of reliability (defined as consistency among interviewers) and validity (defined by how well the interview measures what it is supposed to measure). Structured interviews are also less vulnerable to bias or other unfairness. Every candidate will have the same interview experience and are usually evaluated on a pre-set numerical scale. As such, the Office of Personnel Management recommends the use of the structured interview when making hiring decisions and has published specific guidelines to help supervisors create these interviews. We are able to examine these guidelines and infer ways to best prepare for the structured interview.

*Components of a Structured Interview*

A structured interview is designed around the competencies that a specific job requires. It may include *standard*, *behavioral* and *situational* interview questions. These questions are all specifically written to uncover whether the candidate possesses the necessary competencies for the position. Typically, the interview assesses four to six primary competencies.

An Example

Competencies may be listed as KSAs or in the “qualifications required” section of the USAJOBS announcement. The designer of the interview will refer to these when creating the questions for the interview. Let’s say that the job announcement lists, among other things, interpersonal skills as a necessary competency.OPM defines interpersonal skills embodied by someone who “shows understanding…tact…and politeness to others, relates well to people from varied backgrounds [and] is sensitive to cultural diversity.” So, to determine a candidate’s interpersonal skills, the interviewer could ask one of these questions:

* *(standard)* Are you comfortable interacting with people of different backgrounds than yourself?
* *(behavioral)* Tell us about a time that you had to work in a team with people different from yourself to accomplish a project. What kinds of issues arose?
* *(situational)* If you had to work in a group with people different from yourself, how would you handle the situation?

*How to Prepare for the Structured Interview*

To prepare for a structured interview, it is extremely important that you are familiar with the competencies required of you for the job, beyond specific educational or experience requirements. This is similar to the first step of preparation for behavioral interview questions; after all, structured interviews will usually include behavioral questions. If “communication skills”, “organizational ability,” and “research experience” are three primary competencies for the position that you are applying for, ensure that you have STAR answers for questions about all three of them. Because the structured interview is scored by a preset scale, it is important that your answers are as clear and relevant as possible so as to achieve the maximum possible score. It is also unlikely that there will be much small talk in a structure interview scenario since one of its guiding aims is a lack of bias.

*Panel Interviews*

Panel interviews are recommended whenever possible, so don’t be taken aback if you have more than one interviewer! For higher level positions, you should assume that you will have a panel interview and prepare yourself for such. Panel interviews allow for more opinions on your interview which results in less bias risk as well as a more conclusive view of your abilities. If you are nervous about speaking to multiple people at once, you can politely ask your point of contact at the department where you are interviewing whether or not you should be expecting a panel interview or not so that you can prepare accordingly. Don’t be intimidated by a panel interview as they tend to actually be more effective than a one-person interview. Perhaps one person didn’t understand the point you were trying to make but the other two did: this keeps you in the running for the position.

On the whole, you should prepare for a structured panel interview as you would for any other interview, making sure that your answers are clear enough for several people to understand. Make sure you properly introduce yourself to each member on the panel and make sure that you remember their names. As in any interview situation, social graces and maintaining proper eye contact are very important in the panel interview. Always focus your attention on the person who is speaking to you. If it is a short question, you can maintain eye contact with them for the entirety of the response. If it is a longer question, however, make sure you scan the panel and engage proper eye contact with each of the interviewers. Pay equal amounts of attention to each interviewer and, as always, be polite and amiable.

*Non-Traditional Interviews*   
While phone interviews have long been the norm and sometimes serve as the first step in the interview process, Skype and other videoconferencing systems have become popular for interviews. While the content of these types of interviews will be the same as a standard face-to-face interview, there are certain additional things you should do to prepare for them.   
Make sure your Internet connection is reliable. If it’s not working properly, go somewhere with a stronger connection so as to avoid any technical difficulties.

* Dress up as you would for an in-person interview.  Just because the interview may be taking place at your home does not mean that you should wear lounge clothes.
* Conduct the interview in a place as private as possible so as to avoid any distractions or interruptions.
* If you are being interviewed in your home, be mindful of anything you have hanging on the walls or anything else that is visible in the background.
* Choose a flattering camera angle and make sure that the area you are sitting in is well lit.
* When you are speaking, look into the camera and not at the screen. Looking at the screen will come across as if you are avoiding eye contact, even though you are not trying to do so.
* If you have a username on whichever videoconferencing system you are using, make sure that it is professional and appropriate.

*The Senior Executive Service*

After an SES candidate has passed the Rating Panel stage of the application process, they will face an interview, which is typically a *panel interview* and is always *structured*, as all SES candidates must be asked the same questions to ensure maximum fairness. The interviewer or interviewers will be at the SES level as well. There are two primary possibilities for SES interviews: it can be a single supervisor who interviews all the candidates or a panel that then refers the top candidates to the supervisor.

Since any SES position ties back to the 5 Executive Core Qualifications (ECQ’s), you must be intimately familiar with the ECQ statements you wrote when applying for the job. Much of the interview will focus around these qualifications. You will be assessed on each ECQ throughout the hiring process, so expect them to come up in the interview as well. You must also be able to talk about your leadership capabilities concisely and effectively, as you are applying for a leadership position. The Navy has published a very helpful guide on how to prepare for the SES application process, including the interview, found [here.](#navy)

Conclusion and Helpful Sources

Hopefully this advice has helped you in understanding and preparing for the interview process. However, should you have further questions, the Internet has a breadth of resources that may be of further assistance and I have listed some here for you to explore:

[Army Corps of Engineers Fact Sheet on Situational Interview Questions](http://corpslakes.usace.army.mil/employees/career/pdfs/SituationalInterviewQuestions.pdf)

[Denham Resources’ YouTube Channel](http://www.youtube.com/user/DenhamResources) features many possible interview questions and their respective [good answers](http://www.youtube.com/watch?v=f1bu5s3zGQs&list=PLCB126B2811B2ADFE), [bad answers](http://www.youtube.com/watch?v=g4fKsOId5Cc&list=PL39207FE17E63C6D3) and [ugly answers.](http://www.youtube.com/watch?v=RxbnHD65ipQ&list=PL22DA86073910B50E)

[Department of Veterans Affairs Information on Performance Based Interviewing](http://www.va.gov/PBI/PBI_introduction.asp)

[Dominican College’s Fact Sheet on Different Types of Interview Questions](https://my.dc.edu/ICS/icsfs/Types_of_interview_questions_with_responses.pdf?target=efdf4684-40e5-404e-a155-38787ade2cf6)

[Drexel Fact Sheet on the STAR Technique](http://www.drexel.edu/scdc/resources/STAR%20Method.pdf)

Georgetown University Alumni Career Services’ Video on: [“7 Tips for Nailing Your Next Interview”](http://www.youtube.com/watch?v=Waj8mrjgJEU) (Via YouTube)

Georgetown University Alumni Career Services’ Video on: [“Interview like a Talk Show Host- Land the Job”](http://www.youtube.com/watch?v=6QqiCorjEgU) (Via YouTube)

Georgetown University Alumni Career Services’ Video on: [“Interviewing Skills: How to Land That Job”](http://www.youtube.com/watch?v=e99ZPaBxrGI) (Via YouTube)

Georgetown University Alumni Career Services’ Video on: [“Resumes and Interviewing for Advanced Professionals”](http://www.youtube.com/watch?v=qCjsCGcOCsA) (Via YouTube)

[Harvard Career Center Webinar](http://www.ocs.fas.harvard.edu/students/materials/Strategies%20for%20a%20Successful%20Interview/player.html)

[Harvard Extension School's Module on Interviewing (includes information on the private sector)](http://www.ocs.fas.harvard.edu/students/extension-careers/guides/Interviewing.pdf)

[Martineau Recruiting Sample Behavioral Interview Questions and Explanation of STAR Technique](http://www.martineaurecruiting.com/BehavioralInterviewQuestions.pdf)

[Monster’s Portal of Interview Advice Articles](http://career-advice.monster.com/job-interview/careers-all.aspx) (almost 200 articles!)

[Monster’s Master List of 100 Potential Interview Questions](http://career-advice.monster.com/job-interview/interview-questions/100-Potential-Interview-Questions/article.aspx)

[NASA’s List of Interview Questions for Supervisory Positions](file:///\\DOE.LOCAL\DFSFR\ORG_HR\HC_HOME\HC-ALL\HC-20%20Training\HC-22\HC-22%20Leadership%20Programs\Leadership%20Development%20Series%202013\Leadership%20Development%20Catalog\My%20Documents\Supervisory%20Interview%20Questions%20from%20NASA.pdf)

[Northeastern University’s Guide to Thank You Letter Etiquette](http://www.northeastern.edu/law/pdfs/career-services/sample-thankyou.pdf)

[OPM’s Practical Guide to the Structured Interview](http://apps.opm.gov/adt/contentfiles/siguide09.08.08.pdf)

[TSA’s Article on “Preparing for a Competency-Based Interview”](http://tsacareercoaching.tsa.dhs.gov/index.php/october-2011/)

[TSA’s Article on “Navigating the Competency-Based Interview”](http://tsacareercoaching.tsa.dhs.gov/index.php/november-2011/)

[U.S. Navy’s Guide on “How to Prepare for the Senior Executive Service”](http://www.public.navy.mil/donhr/Documents/Top%20Stories/HOW%20TO%20BECOME%20A%20MEMBER%20OF%20THE%20SES.pdf)

[VA’s Publication on Interviewing Technique Guides](http://vaforvets.va.gov/veterans/resources/Documents/InterviewTechniques_01062012.pdf) (written specifically for veterans, but others may find this useful)

[Virginia Tech Career Services Fact Sheet on Behavioral Interviewing](http://www.career.vt.edu/Interviewing/Behavioral.html)

[YouTube Video on How to Answer “Tell Me about Yourself”](http://www.youtube.com/watch?v=CumOvDWnUDY)

[YouTube Video on “Interview Do’s and Don’ts”](http://www.youtube.com/watch?v=S1ucmfPOBV8)

[YouTube Video on “Interview Questions That You Might Be Asked”](http://www.youtube.com/watch?v=aeIGxovjLHQ)

[YouTube Video on “Interview Tips”](http://www.youtube.com/watch?v=5Jj1wGryvRk)

[YouTube Video on “Interview Tips—Body Language”](http://www.youtube.com/watch?v=fpC6xfoPgAw)

[YouTube Video on “Pre-Interview Preparation”](http://www.youtube.com/watch?v=nXHKBiECoiw)

[YouTube Video on “The Worst Interview Ever”](http://www.youtube.com/watch?v=zWBhAR-UUpM)

# Federal Resume Guide

Introduction

Are you a current federal employee looking to move up the career ladder? Maybe you want to make a lateral move to another department or agency? Or perhaps you are seeking a transition from the private sector or active military service to the civilian workforce? Whatever your background, your federal resume will serve as the first step in advancing your career. It is your personal presentation and marketing piece to potential employers, and therefore critical to your future success. Your resume represents an opportunity to convey that you are both a confident and qualified individual, and deserve the position you are seeking. For this reason, it is important to invest enough time in your resume to ensure it is adequately planned and organized, and represents a superior product, i.e. you!

**Overview of the Federal Hiring Process**

[USAJOBS](https://www.usajobs.gov/) is the U.S. Government’s official system/program for Federal jobs and employment information. Open position listings within the Federal Government, i.e., vacancy announcements, are advertised on this website for at least two weeks. USAJOBS offers the option to upload an existing resume or use their *ResumeBuilder* tool to generate an entirely new resume. It is recommended that you use the *ResumeBuilder*, as some vacancy announcements may not accept an uploaded resume. USAJOBS will allow you to store up to five distinct resumes online.

Due to the volume of applications received for any given vacancy announcement within USAJobs, your resume will most likely be processed through an electronic filtering mechanism before reaching human hands. Your resume will also be ranked according to certain preferences (e.g., veterans, disability, etc.) and rated based on the extent and quality of your experience, education and training described in your online resume as it relates to the duties of the advertised position. **Due to this computerized ranking and rating system, it is essential that you tailor the experience listed on your federal resume to the specific position to which you are applying.**

For more information, consult the General Services Administration’s page on getting the most out of USAJobs: <http://www.gsa.gov/portal/content/105310>

Once your application is rated, a quality review will be conducted by the Human Resources Department and/or Subject Matter Expert (SME). Resumes will then be forwarded to the Hiring Manager for interview consideration. Once a hiring decision has been made, applicants will be notified and debriefs will be offered to those who interviewed but did not receive the position.

**The Importance of the Federal Resume**

In the private sector, resumes are tailored to illustrate a wide variety of skills and abilities in hopes of getting a candidates’ foot in the door and obtaining an interview. They are used to create a good first impression and generate general interest. This is not the case for federal resumes. The federal resume‘s sole purpose is to demonstrate that you possess the necessary qualifications for the position. You must show in your writing that you meet eligibility requirements and are the best candidate for the position, as more often than not a decision-panel designates their primary candidate for a vacancy before an interview even takes place. If you qualify for hiring preferences such as disability or veteran status, make sure to mention this on your federal resume. If you don’t include something on your resume, you may never get the chance to mention it!

Additionally, a federal resume should be very detail-oriented, going into great depth about your skills and accomplishments. For this reason, federal resumes are generally longer (2-5 pages) than private sector resumes. Federal Resumes also contain more personal information than would be found in their private sector counterparts.

**Federal Resume Myths**

There are many philosophies surrounding resume writing techniques. Before approaching the task of writing a quality resume, let’s review some common misconceptions surrounding the process.

**Your resume must be one page long.**

**Myth** – While a one-page limit may be required for a private sector resume, a good federal resume will be substantially longer. Federal resumes are more detailed than standard resumes. In order to effectively detail your skills, past duties, and accomplishments, a range of 2-5 pages is acceptable. Although you have the opportunity to include more information, it is important to be clear and concise. Avoid rambling…longer is not always better.

**The Feds can translate my private sector resume into their format.**

**Myth** – Federal resumes require specific information that is often not included on private sector resumes. If you do not include this information, you may prevent yourself from being considered. While you can use your current resume as a starting point for your federal resume, it is important to draft an entirely new resume.

**I can use the same resume for multiple vacancy announcement applications.**

**Myth** – Using the same resume to apply for several Federal jobs is a recipe for disaster. Human Resources Specialists, as well as computer filtering mechanisms, pay particular attention to the inclusion of specific key words and phrases from the job announcement in your resume. Furthermore, each application should include a resume carefully tailored to the specific position for which you are applying, to ensure you exhibit the necessary qualifications.

**My resume isn’t all that great, but my interviewing skills will “WOW” any recruiter.**

**Myth-**Unless your resume satisfies certain requirements, you will not move on to another part of the hiring process. Do not count on making up for inadequacies in an interview; your resume must represent the best product possible.

Resume Writing Mindset

Before you begin, it may be helpful to compile all the information you want to include in your resume. The writing process will be much more efficient and fluid this way, and it will ensure you don’t forget to include anything.

It is important to thoroughly review the vacancy announcement for the position you are seeking. You will be tailoring your resume to this information and are strongly advised to use similar language in your writing.

Make sure to include important keywords and specific phrases from the announcement in your resume, as human resources will expect to see them. It is also essential that your resume addresses every qualification.

You may find it helpful to research the specific agency’s mission statement and operational structure to better understand what anyone attempting to fill the position will be looking for.

Federal resumes follow a similar format to traditional resumes. A conservative, 12-point font is recommended, as well as 1-inch margins. Bolding headers and breaking up chunks of text with bullets to showcase specific items will go a long way in making your resume aesthetically pleasing and easy to read. Because your resume will initially be skimmed, it is important that it remains streamlined and lacks clutter to ensure you convey as much information as possible.

**What is generally included in a Federal Resume?**

A federal resume calls for some information that is not generally required on a standard resume, and not including such information may immediately disqualify you from consideration. It is extremely important that you carefully read application instructions and include all required information. Below is a description of what most federal resumes will require, though individual agencies may choose to require additional information.

**Personal Information:** You should include your full name, mailing address, email address, and day and evening phone numbers. It is also necessary to include your country of citizenship, veteran’s preference points (if eligible), and the highest Federal civilian grade you have held. If the specific agency you are applying to requests your social security number be sure to include it, but it is not advisable to include it on generic resumes that anyone can see.

**Ex:**

**Joseph W. Friday**

1234 Connecticut Avenue, NW, Washington, DC 20008

Cell: (555) 555-4321

Evening: (555) 555-1234

jwfriday007@email.com

Country of Citizenship: United States

Social Security #: 123-45-6789

Veteran’s Preferences: N/A

Federal Civilian Status: N/A

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**Job Description/Objective:** Unique to federal resumes, you are required to include the announcement number, title, series and grade of the job to which you are applying. This can be found on the vacancy announcement.

**Ex:**

Field Staff Law Enforcement Ranger, BLM, Announcement: NV-DEU-2007-0034, GS 1801-07/11

**Skills Summary:** This is an opportunity to immediately highlight the fact that you are a qualified candidate. In detail, list your qualifications that pertain to the vacancy announcement. Remember to use key words! Feel free to include qualifications and accomplishments that do not directly pertain to the specific position but which you wish to highlight (though primary importance should be placed on the required qualifications).

**Ex:**

* Research: legislative, newspaper, Internet, international, Library of Congress and the
* Congressional Research Service
* Writing & Editing: reports, correspondence, emails, PowerPoints, web content, newspaper articles, newsletter content
* Project coordination: compiling information, planning and coordinating completion, tracking status, follow-up, and managing details
* Languages: Communicate in American Sign Language and Costa Rica Sign Language;
* Read and Write in English and Spanish
* Computer skills: Microsoft Suite: Microsoft Word, PowerPoint, Excel; Keyboard 50 wpm

**Work Experience:** Relevant experience from the past decade should be in chronological order (with the most recent first). For each job, include your title, your employer’s name and address, supervisor’s name and phone number, and whether they may be contacted. Also be sure to include your starting and ending dates (as specific as possible), the hours per week you worked, and the salary you received. First, write a brief summary of your roles and duties as a job description. However, the majority of your writing should be concerned with describing your accomplishments. Be sure to quantify the impact of your accomplishments, and how they are relevant to the job you are applying for.

**Ex:**

**Law Firm of Adams and Jones**

1200 19th Street, NE, Washington, DC 20009

*Investigator/Paralegal* September 2007 – Present

Assist firm in criminal investigation and litigation.

Salary: $27,000/year (June 2008 – Present), $12.50/hour (September 2007 – May 2008)

Hours: 40/week (June 2008 – Present), 20-30/week (September 2007 – May 2008)

Supervisor: John Adams

Telephone: 202-979-5566

Employer may be contacted

Position:

* Gather and investigate pertinent information related to litigation proceedings of firm
* Work in conjunction with FBI and other law enforcement agencies to collect evidence for criminal
* and civil litigation
* Take pictures of crime scenes, gather facts, and analyze data for case preparation
* Interview inmates within DC jail in preparation for trial
* Conduct research into relevant case law looking for precedent and pertinent statutes
* Prepare legal documents, reports, and exhibits
* Draft and serve subpoenas

**Education**: List the name, city, and state of any institution you have attended, even if you did not complete the program/degree. For degrees that you did obtain, include the major and type. Don’t forget to include your high school diploma or GED. Consider listing your achieved GPA if it is above 3.0.

**Ex:**

**American University, Washington, DC 20016**

Bachelor of Arts, Justice, magna cum laude May 2008

Minors: Language/Area Studies: France; Language/Area Studies: Japan

Academic: GPA: 3.7/4.0

Academic Honors: Deans List (6 of 8 semesters)

Honor Society Membership: Phi Kappa Phi

Relevant Coursework:

Introduction to Justice Research (used SPSS and other research methods to write a 15-page paper on the history of the FBI in relation to its employment practices); Analysis of the Executive Branch (wrote a 20- page paper on the political relationship between the FBI and the Executive branch); Crime Prevention;

Comparative Systems of Law & Justice

**University of Tokyo, Tokyo, 183-8534, Japan**

AU Study Abroad, January 2007 – May 2007

**Woodbridge Senior High School, Woodbridge, VA 22192**

College preparatory curriculum, received diploma. June 2004

**Other Qualifications:** Before you are done, make sure to include anything else you feel will make you an appealing candidate for the position. Be sure to include any honors you have received, particularly performance awards or designation of special projects. Also include any job-related training courses you have completed, relevant certificates or licenses you have obtained, or publications you have authored.

Be sure to also include any leadership activities or community involvement and list memberships in professional or honor societies, public speaking engagements, and community service.

When it comes to including religious or political activities in this section, it is important to keep discretion in mind. If your involvement in such organizations will showcase leadership ability or other positive qualifications, feel free to include them. On the other hand, it is important to balance the fact that involvement in certain organizations may not appeal to some of those who are reviewing your resume. If you do decide to include such activities, try and use general language to avoid any potential controversy.

**Ex:**

**Other Qualifications:**

* Staff Writer, The Eagle (AU Student Newspaper), 2005 – 2006
* Residence Hall Representative, AU Student Senate, 2004 – 2006
* Chairperson, AU Toy Drive, 2005
* As student project lead, independently organized campaign to collected over 2,000 new and gently used toys to relieve toy shortage for the kids and adolescents at Children’s Hospital in Washington, DC
* Received Community Service Award for 2005-2006 from AU Student Government
* AU Outdoors Club, 2005 - 2008

**Framing Accomplishments using the CCAR Method:**

When it comes to detailing problems you have overcome or positive change you have enacted in your work experience, it may be helpful to utilize the **CCAR** (Challenge, Context, Action, and Result) format. This is a storytelling model that allows you to showcase your leadership ability. There are four components:

**Challenge:** What change were you trying to direct? What problems needed to be fixed?

**Context:** Describe the situational background. Describe the individuals and groups you worked with, and/or the environment in which you worked. Who, what, when, where, and why?

**Action:** What steps did you take to effect the change or produce results?

**Result:** What measurable results were achieved? Describe the impact of your leadership.

After ensuring you have all parts of the model, it is possible to combine each aspect into a single, dynamic statement.

**Tips for writing a strong resume:**

1. Check resume for misspellings or grammatical errors.
2. Translate acronyms or technical jargon.
3. Avoid including personal belief or philosophies.
4. While it is acceptable to include relevant work experience from more than 10 years ago, it is recommended that you focus primarily on the previous decade.
5. Make sure to have your resume peer-reviewed. You’d be surprised what mistakes can be caught or insights given by a pair of fresh eyes. When in doubt, ask for advice!
6. Use an active voice. For example, “Managed office of 20 employees” is better than, “Was responsible for office management.”
7. Remain clear and concise. Wordy or irrelevant information will serve to confuse the reader and clutter your resume.
8. Use action words such as “managed”, “coordinated” or “supervised”.
9. Strengthen your application by including quantitative data- make mention of specific numbers and data such as the number of people you have managed or the percentage by which you increased revenue.

Conclusion

Your resume is an integral part of any career advancement you hope to achieve. We hope that you have learned not only to differentiate between a private sector and federal resume, but also to create a product that that effectively portrays both your accomplishments and qualifications. Applying for a Federal job may seem daunting at first, but we hope this guide has presented you with the knowledge and ability to obtain the vacancy you seek.

Sample Resume 1

**Uncle Sam**

1111 Career Place

Job Center, Maryland 20502

Business: 301-123-1111 – Residence: 301-123-5555

**Country of citizenship:** United States of America

**Veterans’ Preference:** No

**Highest Grade:** GS-0201-13, 10/2005-Present

**Contact Current Employer:** Yes

**AVAILABILITY**

**Job Type:** Permanent

**Work Schedule:** Full Time

**DESIRED LOCATIONS**

US-MD-Montgomery County

**WORK EXPERIENCE**

**National Institutes of Health** **Dates:** 10/05 – Present

National Cancer Institute **Grade Level:** GS-13

6130 Executive Blvd., Room 4296 **Salary:** $100,904

Bethesda, MD 20892 **Hours Per Week:** 40

Supervisor: David Marshall (301) 444-1111 (Permission to contact)

* Serve as Program Manager overseeing an $8,000,000 contract, with two locations, 7 Federal and 12 contract employees
* Manage a staff of four Program Analysts and three Program Assistants
* Advise Administrative Officers on program issues including grant funding, policies, and procedures
* Counsel grantees on grant questions and concerns
* Present over 30 grant writing workshops to grantees and staff per year
* Developed a grant writing training manual that has been used as a model by other departments within NCI
* Manage 45 grantees and 125 grants with a total budget of $40,000,000
* Coordinate with Program Directors and Administrative Officers on the allocation of grant funding
* Instruct NIH Grant Writing Basic Course and NIH Grant Writing Advanced Course

**National Institutes of Health** **Dates:** 6/93 – 9/05

National Cancer Institute **Grade Level:** GS-11

6130 Executive Blvd., Room **Salary:** $52,027

Bethesda, MD 20892 **Hours Per Week:** 40

Supervisor: Howard Gordon (301) 444-3333 (Permission to contact)

* Served as Project Officer for $2,000,000 contract
* Coordinated award pay and bonuses for NCI
* Advised NCI Managers on personnel actions
* Provided reports to internal customers, senior level managers, the Department of Health and Human Services, and the Office of Personnel Management
* Coached, motivated, and supervised three employees to provide exceptional customer service
* Presented workshops on personnel management and contract management
* Created and maintained multiple databases on benefits, payroll, and personnel actions

**National Institutes of Health Dates:** 7/90 – 5/93

National Cancer Institute **Grade Level:** GS-09

6130 Executive Blvd., Room 3535 **Salary:** $30,567

Bethesda, MD 20892 **Hours Per Week:** 40

Supervisor: Tony Stevens (301) 444-1212 (Permission to contact)

* Served as Program Analyst advising and counseling NCI employees on personnel questions and issues
* Reviewed, analyzed, and evaluated the NCI extramural program
* Developed program goals and policies
* Responsible for all recruit actions within the department
* Supervised two stay in school students and one secretary
* Provided program support in the areas of personnel management, administration and budget
* Maintained performance appraisal system for the Institute
* Developed standard performance elements for NCI positions
* Trained and advised the administrative officers on personnel and policy issues

**EDUCATION**

* Master of Business Administration, Georgetown University, Washington, DC 2001
* Bachelor of Science in Business Administration, University of Richmond, Richmond, VA 1990 (GPA - 3.6)

**JOB RELATED TRAINING**

* Managing Multiple Projects, American Management Association 2002
* Project Management, American Management Association 2001
* Administrative Office Management, USDA Graduate School 1999
* Federal Government Grant Writing, USDA Graduate School 1997
* Personnel Actions and Personnel Management Course, USDA Graduate School 1995
* Staffing and Placement, USDA Graduate School 1995

**HONORS AND AWARDS**

* Excellence in Management (NCI) 2001
* NCI Director’s award for Excellence in Extramural Program Development 1999 & 2001
* Received outstanding performance appraisal 1990-Present
* NCI Outstanding Leader Award 1996 & 1999

**AFFILIATIONS**

* Coach – Girls Softball (ages 10 –12) Rockville, MD 1998-Present
* Coordinate fundraisers and manage the softball league’s finances

**COMMITTEES/ORGANIZATIONS**

* NIH Human Resources Consolidation Committee 2002
* NCI Human Resources Computer Research Team 1999-2001

Sample Resume 2

**Michael Cavalier**

1234 Any Lane | Berkeley, CA | 94720 | Mobile: 415.555.5555 | michael.cavalier@gmail.com

**JOB TITLE**

Economist, 0110-16

**VACANCY ANNOUNCEMENT NUMBER:** 12-923009-DB

Veteran’s Preference: N/A | Federal Civilian Status: N/A | Country of Citizenship: USA

**WORK EXPERIENCE**

Federal Reserve Board of the Bay Area | Oakland, CA 6/2011 - Present

*Senior Examiner*

* Supported the development and execution of effective supervision programs for evaluating market and liquidity risk consistent with bank standards and expectations
* Monitored issues, trends, and developments through the review of internal risk management reports, regulatory filings, regulatory surveillance results, regulatory examination reports and work papers
* Documented analysis of financial and business issues which highlighted emerging issues and trends that warranted further review
* Supported the supervision and coordination of examination and inspection activities
* Oversaw on-site inspections and examination activities and assessed findings, conclusions, and recommended ratings
* Coordinated examination and inspection activities to ensure objectives and deadlines were met in accordance with bank standards and expectations
* Developed and sustained sound working relationships with domestic and foreign regulators by using communication, teamwork, and influencing skills to ensure appropriate leverage of their work in support of the overall supervisory program

USA Financial Services | Palo Alto, CA 9/2007 – 9/2009

*Wealth Management Personal Trust Relationship Manager*

* Acted as an administrator of trust accounts for high net worth clients where the bank acts as a trustee, executor, administrator, conservator, guardian, depositor, or agent
* Provided expert advice and counsel related to personal trust product and services
* Administered accounts in a manner that ensured compliance with legal requirements and business lines policies and procedures
* Managed the development and sustainability of client relationships for Wealth Management

Brown Brothers Harriman | Denver, CO 7/2006 – 9/2007

*Compliance Analyst, Investor Services*

* Monitored compliance requirements for funds daily utilizing Charles River Development ComplianceMaster system
* Prepared monthly and quarterly compliance reports which included solutions to compliance issues published in the Quarterly Board Reports
* Assisted Compliance Business Analyst with ComplianceMaster rule-writing
* Completed review of daily, weekly, monthly, and quarterly compliance reporting for staff analyst

**EDUCATION**

Graduate School of Business, University of Southern Los Angeles | Los Angeles, CA

**Masters of Business Administration** May 2011

University of Los Angeles | Los Angeles, CA

**Bachelor of Science, Applied Mathematics** May 2006

**Bachelor of Arts, Chicana and Chicano Studies** May 2006

**LICENSES**

FINRA Series 7, 24, and 63

References

<http://www.archives.gov/careers/jobs/forms/resume-guide.pdf>

<http://images.military.com/ContentFiles/FedResHandbook.pdf>

<http://www.amazon.com/Federal-Resume-Guidebook-Promoted-Government/dp/1563709252#reader_1563709252>

<http://www.fda.gov/downloads/AboutFDA/WorkingatFDA/UCM279014.pdf>

<http://dmna.ny.gov/jobs/fed_res_guide.pdf>

<http://www.nps.gov/training/tel/Guides/Federal_Resume_pg_20060407.pdf>

<http://www.sc.edu/career/Pdf/federalresume.pdf>

<http://tsacareercoaching.tsa.dhs.gov/index.php/federal-applications-part-3/>

<http://www.fedsmith.com/2011/01/03/avoid-these-common-pitfalls-your-federal/>

<https://american.edu/loader.cfm?csModule=security/getfile&pageid=153959>

<http://oamp.od.nih.gov/division/saps/SAS10/Present/SampleFR.pdf>

<http://www.sec.gov/jobs/jobs_sampleres.shtml>

# Career Interest Assessments/Surveys

Career interest assessments/surveys are designed to discover the skills, aptitude and talents of candidates. A self-assessment can be helpful in assessing the areas in which a candidate has strengths and where they are weak. The results are useful in helping candidates choose a career that is in tune with their goals and talents. These types of assessments have been proven to introduce more career options, increase satisfaction in one’s career plan and increase understanding of oneself.

Below is a list of five **free** career interest assessment/surveys. After taking the assessments, users will discover their skills, values, interests, personality type, and other information about themselves. With this information, a user will have the ability to create a career plan which will keep them motivated and satisfied at work.

**Skill Cow:** [www.skillcow.com](http://www.skillcow.com)

Skillcow is a free personality and career assessment that provides users with information and statistics on careers that are most suitable for them. During the assessment, selecting tags and groupings will help narrow down career paths that are most suitable for the user i.e., creativity, growth potential, and safety of others. After completion of the assessment, a compiled list of the top professions/trades that are most suitable to the user based on their interests and preferences are then provided to them. Lists of schools are then presented to the user to choose from if they do decide to pursue their specific career path.

**Career Cluster Interest Survey:** <http://www.iseek.org/careers/clusterSurvey>

ISEEK, Minnesota’s comprehensive career, education, and job resource, provides prospective job seekers with a free career cluster interest survey that consists of activities, personal qualities, and school subjects in which they are asked to select from. The survey should take no more than 10 minutes and when completed, suggestions are then made in which careers are collectively pieced together in groups that are a match in relation to the participant’s interests. An example of a cluster would be: Transportation, Distribution, and Logistics - workers who move people and products by road, air, rail, and water. You might work as a driver, pilot, engineer, or captain. You might repair or maintain the vehicles, trains, planes, and ships that move people and products. Or, you might work behind the scenes to make sure the products and people get to the right place on time.

**Rutgers Career Services**: <http://careerservices.rutgers.edu/OCAassessyourself.shtml>

Rutgers Career Services offers free assessments that can help define user’s interests, skills, and values. They use John Holland’s Theory of Vocational Development which states that people can be loosely classified into six categories: Realistic, Investigative, Artistic, Social Enterprising, and Conventional. Careers can also be sorted into these same categories and if a person chooses a career which aligns with their personality style they are more likely to be satisfied with their career. The [Interests Assessment](http://careerservices.rutgers.edu/OCAinterests.shtml) allows users to learn your career preferences, the [Skills Assessment](http://careerservices.rutgers.edu/OCAskillsassessment.shtml%20) allows users to learn their strengths and abilities, and the [Values Assessment](http://careerservices.rutgers.edu/OCAvaluesassessment.shtml%20) allows users to see what values they think are important. After finishing each assessment users can figure out what personality type they are and discover career options and gather career information based on their personality type. Rutgers Career Services also offers a [Career Decision-Making Model](http://careerservices.rutgers.edu/OCAmakedecision.shtml%20) which can assist users in choosing the correct career for them.

**Career Test Center:** <http://www.careertest.net/cgi-bin/q.pl>

The Career Test Center offers a free personality assessment using Type theory. Type theory suggests that human behavior is not random but predictable and classifiable. What type you are says quite a bit about a person -- their likes and dislikes, their likely career choices, their compatibility with others, and so on. After completing the assessment, users will be assigned a four letter personality type which will show whether they are extroverted or introverted, sensing or intuitive, thinking or feeling, and judging or perceiving. From there the Career Test Center defines user’s personality type and offers careers based on their personality type.

# “Quick Leadership Strategy/Impact Articles”

Below is a list of articles from [Mind Tools](http://www.mindtools.com/index.html) that help teach practical skills you need to excel in your career. The articles will help you become a better leader, show you how to advance in your career, and teach you how to work more efficiently to get the most out of your career at the Department of Energy.

Leadership

* [Leadership Styles: Choosing the Right Style for the Situation](http://www.mindtools.com/pages/article/newLDR_84.htm)
* [10 Common Leadership and Management Mistakes](http://www.mindtools.com/pages/article/leadership-mistakes.htm)
* [Ethical Leadership: Doing the Right Thing](http://www.mindtools.com/pages/article/newLDR_58.htm)
* [Leading Equals: Motivating People Effectively, Without Authority](http://www.mindtools.com/pages/article/newLDR_64.htm)

Communication Skills

* [Communications Planning: Getting the Right Messages Across in the Right Way](http://www.mindtools.com/CommSkll/CommunicationsPlanning.htm)
* [Writing Effective Emails](http://www.mindtools.com/CommSkll/EmailCommunication.htm)
* [Better Public Speaking: Becoming a Confident, Compelling Speaker](http://www.mindtools.com/CommSkll/PublicSpeaking.htm)
* [Active Listening: Hear What People are Actually Saying](http://www.mindtools.com/CommSkll/ActiveListening.htm)
* [Body Language: Understanding Non-Verbal Communication](http://www.mindtools.com/pages/article/Body_Language.htm#np)
* [Making a Great First Impression](http://www.mindtools.com/CommSkll/FirstImpressions.htm)

Team Relations

* [How to Be a Good Team Member: Maximizing Your Contribution](http://www.mindtools.com/pages/article/newTMM_53.htm)
* [The JD-R Model: Analyzing and Improving Employee Well-Being](http://www.mindtools.com/pages/article/job-demands-resources-model.htm%23np)
* [Emotional Intelligence: Developing Strong "People Skills"](http://www.mindtools.com/pages/article/newCDV_59.htm)
* [How to Demonstrate Leadership at Work through Team Building and People Skills](http://www.ehow.com/print/how_5197699_demonstrate-team-building-people-skills.html)

Time Management

* [10 Common Time Management Mistakes](http://www.mindtools.com/pages/article/time-management-mistakes.htm)
* [To Do Lists: The Key to Efficiency](http://www.mindtools.com/pages/article/newHTE_05.htm)
* [Prioritization: Making Best Use of Your Time and Resources](http://www.mindtools.com/pages/article/newHTE_92.htm)
* [Project Schedule Development: Planning the Timing and Sequence of Project Activities](http://www.mindtools.com/pages/article/newPPM_71.htm%23np)

Online/Social Media

* [Building a Positive Online Reputation](http://www.mindtools.com/pages/Newsletters/21May13.htm#Article)
* [Use LinkedIn Effectively: Growing Your Professional Network](http://www.mindtools.com/pages/article/linkedin.htm)

Career Goals

* [Finding Career Direction: Discover Yourself and Your Purpose](http://www.mindtools.com/pages/article/newCDV_97.htm)
* [Creating Job Satisfaction: Getting the Most From Your Job](http://www.mindtools.com/pages/article/newCDV_94.htm)
* [Personal Goal Setting: Planning to Live Your Life Your Way](http://www.mindtools.com/page6.html)
* [Job Crafting: Shaping Your Job to Fit You Better](http://www.mindtools.com/pages/article/newCDV_36.htm%23np)

Other Skills

* [Entrepreneurial Skills](http://www.mindtools.com/pages/article/newCDV_76.htm)
* [Thinking On Your Feet: Staying Cool Under Pressure](http://www.mindtools.com/pages/article/ThinkingonYourFeet.htm)
* [Project Management Phases and Processes](http://www.mindtools.com/pages/article/newPPM_63.htm)

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Leadership Development Seminars

Compiled by the Office of Learning and Workforce Development

United States Department of Energy

If you have suggestions for additional university or private industry programs to add to this list,

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