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<th>Module 3</th>
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</thead>
<tbody>
<tr>
<td><strong>Dallas, Texas</strong></td>
<td><strong>Beijing &amp; Shanghai China</strong></td>
<td><strong>Paris, France</strong></td>
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<tr>
<td>10 day program</td>
<td>10 day program</td>
<td>10 day program</td>
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</tbody>
</table>

### Pre Work
- **E-Learning Assignments**
- Building an Effective Presentation
- Pre-reading assignments:
  - How to analyze a case study
  - Leadership
  - Strategic Marketing
- Complete a company presentation
- Complete a team member introduction

### Module 1
- **Company Financial and Strategy Presentations by Client Executives**
- **Marketing Workshop**
- **Leadership Competencies and Behaviors**
- **Client Company Leadership Model**
- **Cross Cultural Management Skills**
- **Personal Development Program**
- **Company Visits/ Cultural Events**

### Pre Work
- **E-Learning Assignments**
- Work with team on group project
- Pre-reading assignments:
  - Finance
  - Leadership Model Self-assessment Grid
  - Strategy

### Module 2
- **Integration & Organizational Development**
- **Finance & Economics**
- **Business Strategy**
- **Innovation**
- **Personal Development Program**
- **Company Visits/ Cultural Events**

### Pre Work
- **E-Learning Assignments**
- Work with team on group project
- Pre-reading assignment: Innovation

### Module 3
- **Group Project Presentations**
- **Personal Development Program**
- **Simulations**
- **Company Visits/ Cultural Events**
### Energy Generation Company – Leadership Development Program for 200 Mid-Level leaders (Directors) focused on developing knowledge and skills in leadership, business acumen, strategic thinking, business communications, engagement and collaboration.

<table>
<thead>
<tr>
<th>Program Summary</th>
<th>Module 1 - two days <strong>Leadership Development</strong></th>
<th>Module 2 - two days <strong>Business Acumen</strong></th>
<th>Module 3 - two days <strong>Strategic Thinking</strong></th>
<th>Module 4 - two days <strong>Business Communications; Engagement &amp; Collaboration</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Day 1 – The Leadership Challenge</strong></td>
<td>Day 1 – Business Acumen</td>
<td>Day 1 – Strategic Thinking</td>
<td>Day 1 – Business Communications</td>
<td></td>
</tr>
<tr>
<td>Set the example for others by aligning your actions with shared values.</td>
<td>Finance 101 – Become familiar with financial drivers and reports</td>
<td>Doing strategy well - not just ‘having the ability to.’</td>
<td>Develop compelling messages using story.</td>
<td></td>
</tr>
<tr>
<td>Inspire others to share a common vision.</td>
<td>Review the business drivers for the company.</td>
<td>Selecting and applying strategic methods tools and frameworks during a dynamic strategic planning process.</td>
<td>Apply content and message development strategies to executive presentations.</td>
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</tr>
<tr>
<td>Search for opportunities to change and improve.</td>
<td>Discuss how power prices impact our business decisions.</td>
<td>Application of the following strategic tools: SCQA (Situation, Complication, Question, Answers); SWOT (Strengths, Weaknesses, Opportunities, Threats); 2X2 Matrices, Pyramid, Storyboarding and Stakeholder Mapping.</td>
<td>Practice through interactive skill building. Handle questions/objections.</td>
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</tr>
<tr>
<td>Experiment with innovative ideas and learn from mistakes.</td>
<td>Review business acumen case study.</td>
<td>Creating and presenting compelling strategic plans and recommendations for company-specific issues and opportunities.</td>
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</tr>
<tr>
<td>Build collaboration, teamwork and trust.</td>
<td>Provide restructuring update – Q&amp;A.</td>
<td><strong>Day 2 – Strategic Thinking</strong></td>
<td>Explain the link between collaboration, engagement, productivity, innovation, retention, and employee growth/development.</td>
<td></td>
</tr>
<tr>
<td>Strengthen the ability of others to excel.</td>
<td>Day 2 – Business Acumen</td>
<td>Apply strategic frameworks to the company’s real world business.</td>
<td>Enhance awareness of behaviors that lead to a collaborative, engaging, and inclusive environment.</td>
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</tr>
<tr>
<td>Recognize the accomplishments of others.</td>
<td>Learn how power markets, trading, and financial management all fit together.</td>
<td>Strategic Thinking presentations.</td>
<td>Discuss practical strategies to facilitate collaboration/engagement and reduce the impact of unconscious bias.</td>
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</tr>
<tr>
<td><strong>Day 2 – Leader as Coach</strong></td>
<td>Discuss new business development – generation development, current initiatives.</td>
<td>Deliver presentations to a panel of the companies’ senior leaders.</td>
<td>Share ways to create an inclusive environment where differences are leveraged and team members are motivated to give their greatest contribution.</td>
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<tr>
<td>Recognize the experiences that have built your leadership style.</td>
<td>Act Like an Owner (Oz Principle) – Linking accountability to business acumen.</td>
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<tr>
<td>Identify the impact personality styles have on communications and team performance.</td>
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<td><strong>Day 2 – Engagement &amp; Collaboration</strong></td>
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<tr>
<td>Exercise coaching techniques to maximize outcomes and minimize problems.</td>
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<td>Explain the link between collaboration, engagement, productivity, innovation, retention, and employee growth/development.</td>
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<tr>
<td>Practice Dialogue Circle Method to increase communication.</td>
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<td>Enhance awareness of behaviors that lead to a collaborative, engaging, and inclusive environment.</td>
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</tr>
<tr>
<td><strong>Post Work</strong></td>
<td>Complete the Leadership 360</td>
<td><strong>Day 2 – Engagement &amp; Collaboration</strong></td>
<td>Discuss practical strategies to facilitate collaboration/engagement and reduce the impact of unconscious bias.</td>
<td></td>
</tr>
<tr>
<td>Work on Individual Assignments Meet with Learning Team</td>
<td>Work on Individual Assignments Meet with Learning Team</td>
<td>Explain the link between collaboration, engagement, productivity, innovation, retention, and employee growth/development.</td>
<td>Share ways to create an inclusive environment where differences are leveraged and team members are motivated to give their greatest contribution.</td>
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<td>Meet with Learning Team</td>
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</table>
# Financial Services Company - Foundational Program - First Line Leaders I

Leadership Skills for First Line Leaders. This program is followed by, “First Line Leaders II” about six months from the completion of First Line Leaders I.

## Module 1
One Day

- **FOUNDATIONS OF LEADERSHIP**
- **Welcome and Program Overview**
- What does it mean to be a Leader?
- Values, Principles & Ethics
- “Managing” vs. “Leading”
- Becoming a Collaborative Leader
  - Power, control, delegation, empowerment
- Effective Communication
  - Discovering my communication style
  - Skill development
  - Practice sessions
  - Online study orientation

## Module 2
One Day

- **LEADING YOUR TEAM TO EXECUTE**
- Execution: Getting things done through others *
  - What is “Execution”?
  - Introduction of the 4DX Model
  - Wildly Important Goals
  - Establishing order in the Midst of the Whirlwind
  - Lead & Lag Measures
  - Keeping a Compelling Scoreboard; Effective Design Elements; Practice
  - Create a Cadence of Accountability; Scheduling & Keeping Your Commitments
  - Installing 4DX With Your Team; Stages of Change; Moving the Middle
  - Online study #2 orientation


## Module 3
One Day

- **ACHIEVING YOUR LEADERSHIP POTENTIAL**
- The Effective Leader
  - Myths about leadership
  - What do effective leaders do?
  - 5 practices of a leader framework
  - Exercises
  - Skill practice
  - Planning your development

Wrap up and Personal Commitment via Action Plans for Ongoing Change

4 week interlude with an online module: “Power, Influence & Leadership”

4 week interlude with an online module: “Organizational Culture, Structure & Design”
Financial Services Company - Foundational Program - First Line Leaders II: Designed to build on the initial First Line Leader program.

**Module 1**  
One Day  
**BECOMING A COLLABORATIVE LEADER**

- My development plan  
  - Progress and commitments
- The Leader as Coach  
  - Coaching defined  
  - Coaching the G.R.O.W. model  
  - Coaching skills practice
- Decision Making  
  - Decision tree process
- Decision making in a team environment (exercise)  
  - Understanding the SWOT analysis Tool

**Module 2**  
One Day  
**ADVANCED COMMUNICATIONS SKILLS**

- Quick review of Workshop 1, DiSC® model refresher
- Active Listening Skills Practice (Triads)  
  - Speaking in “Benefits” Instead of “Features”  
  - Your “Elevator Speech”
- Making meetings work  
  - Structure, timing, ground rules  
  - 3Ws task tool (exercise)  
  - Plus/Delta review method (continuous improvement)
- Closing the workplace generation gap  
  - Understanding the four generations in the workplace  
  - Generational barriers to collaboration and productivity
- The authentic leader (trust)  
  - Defining & understanding workplace trust  
  - Building your personal trust account (group exercise)

**Module 3**  
One Day  
**IT’S ALL ABOUT ATTITUDE (THE MIND OF A LEADER)**

- Attitude=Behavior=Performance
- The “Forward Focus” effect
- The Inbox (exercise)  
  - “Failure is not an Option” (video, exercise)
- The Six Thinking Hats®  
  - Brain function and situational leadership  
  - The Six Hats (illustration & exercise)  
  - Parallel thinking  
  - Thinking collaboratively  
  - Unleashing innovation & creativity  
  - Staying focused

**Wrap up & program assessment**

**Certificate awards, comments from CEO**

4 week interlude and online course:  
“Interpersonal & Organizational Communication”

4 week interlude and online course:  
“Organizational Change & Innovation”
**Wednesday**  
**Marketing Strategy**  
- Quick refresher of fundamentals of marketing  
- Developing Marketing Strategy  
- Social Media Marketing – why is this key today?  
- Lunch with client’s CEO  
Debrief and personal application  
Dinner & prep work for Thursday

**Thursday**  
**Strategic Planning**  
- Why Strategy? What is Strategy?  
- The Need for Strategic Frameworks  
- Porters Five Forces  
- The Congruence Model  
- Lunch speaker: “Why Strategy Fails?”  
Debrief and personal application  
Prep work for Friday

**Friday**  
**Financial Management & Forecasting**  
- Financial Statement Analysis  
- Key Metrics and Dashboards  
- Key Concepts for Financial Management  
Debrief and personal application  
Reception and Awarding of Certificates  
Closing Dinner

---

**Sunday**  
**Welcome**  
Welcome and Overview of the Week  
- Program Orientation  
- Ice breaker – marketing game and marketing refresher  
- Team building event  
- Orientation to leadership  
Debrief and personal application  
Guest Speaker:  
- Jim Keyes: Ex-CEO of Blockbuster; 7/11

**Monday**  
**Leadership**  
- The Leadership Imperative  
- Leading Change  
- The Different Models of Leadership  
- Transformational Leadership versus situational leadership  
- Hogan Assessment: “Why leaders fail”  
Debrief and personal application  
Dinner and prep work for Tuesday

**Tuesday**  
**Leadership**  
- Day 2 continues with the Leadership Challenge  
- Collaborative leadership  
- Leading teams  
- Leading in a cross-cultural environment  
Debrief and personal application  
Tour of UT Dallas  
Dinner and prep work for Wednesday

---

National Not-for-Profit Organization – Strategic Leadership Development Program for 50 senior leaders and CEOs of geographical regions. UT Dallas provided thought leadership across core functional areas including Leadership, Marketing, Strategy, Financial Management and Forecasting.
**Healthcare Initiative:** The Road to Payment Reform. This program is delivered in partnership with leaders from a large healthcare client. The program was delivered in phases beginning with a culture survey, followed by interactive presentations to leaders about healthcare payment reform and concluding with ongoing one-day finance programs.

<table>
<thead>
<tr>
<th>PHASE 1</th>
<th>PHASE 2</th>
<th>PHASE 3</th>
<th>Part 4</th>
</tr>
</thead>
<tbody>
<tr>
<td>Culture Survey</td>
<td>Road to Payment Reform: Senior Leadership Team</td>
<td>Road to Payment Reform: Directors and Managers</td>
<td>Healthcare Cost Management &amp; Financial Performance</td>
</tr>
</tbody>
</table>

- **UT Dallas’ Healthcare Culture Survey** was sent to client’s front line employees.

  The responses were plotted on a culture grid indicating the level of corporate collaboration versus a culture of high accountability.

  UT Dallas’ healthcare faculty analyzed the results and provided insight into similar healthcare organizations.

- **UT Dallas’ senior healthcare faculty** delivered a high level summary to the senior leadership team sharing national and local marketplace trends along with the financial implications of the trends.

  The presentation included a debrief of the Culture Survey Results.

  The presentation concluded with a discussion regarding what this information means to the future of this healthcare client.

- **Partnering with the CEO, UT Dallas senior faculty member** presented to 450 directors and managers. The presentation included:
  - The history and future of healthcare payment reform, from DRGs and RVUs to bundled payments and value-based purchasing.
  - Current trends in provider realignment. The changing medical delivery model.
  - An overview of how these trends are impacting the DFW market.
  - How trends in payment reform and provider realignment are impacting client’s strategic and financial planning.

  One day finance program for hospital system’s functional and departmental leaders.

  **Learning Objectives:**
  - Understand how costs are classified, allocated and reported, and which costs you can control and which you can not.
  - Learn how breakeven and contribution margin analysis can be used to manage department profitability and how it will change under value based payments.
  - Learn how flexible budgeting can be used to provide clear, actionable explanations for the causes of budget variances.
  - Understand the role of cost management in achieving performance improvement and mission effectiveness.
Korean Software Association – 40 Software Executives who were either launching a new company or a new product. The program was a 12 day experience focused on developing and launching a comprehensive, global business plan.

### Corporate Education

<table>
<thead>
<tr>
<th>Day 1</th>
<th>Day 2</th>
<th>Day 3-4</th>
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</thead>
<tbody>
<tr>
<td>Overview–The Global Business Plan</td>
<td>The Global Landscape</td>
<td>Strategic Thinking, Strategy Formation &amp; Implementation</td>
</tr>
</tbody>
</table>
| Understand the key components of a business plan  
• What goes in to a plan?  
• What internal & external forces influence the plan?  
• What factors determine the success of a plan? | Understand global market players and forces that affect a plan  
• Develop the “global mindset”  
• Global leadership  
• Emerging markets and the Global Economy  
• The global political economy  
• Risks and opportunities in a global economy  
• Organizational changes required for success in a global economy | Develop a framework for strategic thinking  
• The macro environment and Strategy formulation  
• Strategic frameworks, why they are important  
• Key considerations for developing strategy |

<table>
<thead>
<tr>
<th>Days 5-6</th>
<th>Days 7-8</th>
<th>Days 9-12</th>
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<tbody>
<tr>
<td>Creating the Business Plan</td>
<td>Financial Considerations</td>
<td>Putting It All Together</td>
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</tbody>
</table>
| Creating the business plan:  
• Executive summary  
• What goes in to it? The ELIPTER Model  
• Why country selection & analysis is critical today?  
• Why is an exit strategy required? | Considerations for launching a business & developing a sound plan:  
• short term financing  
• networking capital  
• long term vs short term borrowing  
• valuation analysis  
• investment goals  
• financial analysis  
• fair market value  
• forecasting cash flows  
• value drivers  
• evaluating results  
• decision tree analysis | Working Sessions:  
Teams work on their business plans with UTD faculty guidance  

Corporate site visits:  
Participants meet with several companies headquartered in Dallas to develop perspectives on why some business plans succeed while others fail.  

Business Plan presentations:  
2 months after the UTD program in Dallas, UTD faculty meets with participants in Korea where they present their business plans and receive feedback. |
**Business and Government Leaders from China and Taiwan** – A program for 45 senior level leaders designed to expose them to US global business practices and to meet with US corporations to learn about their global operations. The week-long program consisted of global business concepts and best practices every morning and corporate site visits every afternoon.

<table>
<thead>
<tr>
<th>Day 1</th>
<th>Day 2</th>
<th>Day 3</th>
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<tbody>
<tr>
<td><strong>Cross Cultural Leadership</strong></td>
<td><strong>Global Strategy</strong></td>
<td><strong>Global Mergers &amp; Acquisitions</strong></td>
</tr>
<tr>
<td>• Key Elements of Cross Cultural Leadership</td>
<td>• What is Global Strategy?</td>
<td>• What is driving today’s high volume of M&amp;A Activity?</td>
</tr>
<tr>
<td>• Frameworks for leading successfully in a multi-cultural environment</td>
<td>• Why is Strategy Critical in today’s Changing Landscape?</td>
<td>• The Global Landscape of Mergers &amp; Acquisitions – who are the players? What are the drivers?</td>
</tr>
<tr>
<td>• Cross Cultural Leadership</td>
<td>• Develop tools, skills and frameworks to develop strategy</td>
<td>Company Visits: Accenture, HP’s EDS business unit</td>
</tr>
<tr>
<td><em>Company Visits: DFW Airport Dinner and local cultural events</em></td>
<td><em>Company Visits: City of Dallas Dinner and local event</em></td>
<td><em>Dinner and local event</em></td>
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<table>
<thead>
<tr>
<th>Day 4</th>
<th>Day 5</th>
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<tbody>
<tr>
<td><strong>Innovation &amp; Innovation Management</strong></td>
<td><strong>Global Business Ethics</strong></td>
</tr>
<tr>
<td>• Innovation and Innovation Management – what is innovation?</td>
<td>• How to build a culture around Global Business Ethics. What does this mean?</td>
</tr>
<tr>
<td>• Why Innovate? Building a culture of innovation – is your organization prepared for this?</td>
<td>• How to lead a culture of ethical behavior</td>
</tr>
<tr>
<td><em>Company Visits: Microsoft Dinner event</em></td>
<td><em>Company Visits: Dell and Mary Kay Program Close</em></td>
</tr>
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</table>
Renewable Energy Company – Leadership Development Program for client’s Top 40 Leaders to develop and focus on emotional intelligence, authentic leadership, developing high performing teams and building team capability to accelerate innovation and achieve operational excellence. UT Dallas also provided one-one coaching sessions.

<table>
<thead>
<tr>
<th>Day 1</th>
<th>Leadership</th>
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<tbody>
<tr>
<td>Executive Team Workshop</td>
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<tr>
<td>• Authentic Leadership – Personal Style</td>
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<tr>
<td>• Leadership Mindsets</td>
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<tr>
<td>• Experiential Activity</td>
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<tr>
<th>Day 2</th>
<th>Leadership</th>
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<tbody>
<tr>
<td>Executive Team Workshop</td>
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<tr>
<td>• Authentic Leadership – Personal Style</td>
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<thead>
<tr>
<th>Day 3</th>
<th>Leadership</th>
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<tbody>
<tr>
<td>Executive Team</td>
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<tr>
<td>• Emotionally Intelligent Leadership</td>
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<tr>
<td>• Managing High-Performing Teams</td>
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<tr>
<td>Middle Management</td>
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<tr>
<td>• Emotionally Intelligent Leadership</td>
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<tr>
<td>• Managing High-Performing Teams</td>
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<tr>
<td>Drumming Team Building Activity</td>
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<td>Team Dinner</td>
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<tr>
<th>Day 4</th>
<th>Continuous Improvement</th>
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<tr>
<td>Middle Management</td>
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<tr>
<td>• Operational Excellence</td>
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<td>• Principles of CI</td>
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<td>• Innovation</td>
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<td>• Problem Solving</td>
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<td>• Linkage between functions and teamwork</td>
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<tr>
<th>Day 5</th>
<th>Developing Self &amp; Others</th>
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<tbody>
<tr>
<td>Middle Management</td>
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<tr>
<td>• One-on-one coaching</td>
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<tr>
<td>• Coaching teams to performance and managing conflict using the Thomas-Kilmann Conflict Mode Assessment®</td>
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<td>• Personal leadership</td>
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</table>
Renewable Energy Company: 15 Plant Managers experienced workshops to improve the effectiveness of their current continuous improvement programs and to improve the performance of their teams, ability to resolve conflict and influence others.

<table>
<thead>
<tr>
<th>Day 1</th>
<th>Continuous Improvement</th>
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<tbody>
<tr>
<td>Objectives: learn the key principles of continuous improvement; examine how to equip leaders to accelerate innovation and achieve operational excellence</td>
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<tr>
<td>• Value of Continuous Improvement</td>
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<td>• The Continuous Improvement Cycle</td>
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<td>• The 5S Continuous Improvement Model</td>
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<td>• Performance Metrics</td>
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<td>• Waste Reduction</td>
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<td>• Tools for Continuous Improvement</td>
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<td>• Failure Modes</td>
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<td>• Application</td>
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<td>• Action Planning</td>
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<thead>
<tr>
<th>Day 2</th>
<th>Interpersonal Skills and Team Development</th>
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<tbody>
<tr>
<td>Objectives: improve team performance, practice strategies for better communication</td>
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<tr>
<td>• DiSC® Personality Styles</td>
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<tr>
<td>• The Five Dysfunctions of a Team</td>
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<td>• The Strategies of Team Development</td>
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<tr>
<td>• Emotional Intelligence</td>
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<tr>
<td>• Communication and Influence</td>
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<tr>
<td>• Conflict Styles and Resolution using the Thomas-Kilmann Conflict Mode Assessment®</td>
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<tr>
<td>• Application</td>
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# Manufacturing for the High Technology Industry – Leadership Development Program

Leadership Development Program for 25 Senior Level Leaders to develop the top executive team in terms of collaborative leadership, enhanced communication skills and strategic thinking concepts.

<table>
<thead>
<tr>
<th>Launch and Preparation</th>
<th>Module I One day</th>
<th>Accountability Teams</th>
<th>Module II One day</th>
<th>Accountability Teams</th>
<th>Module III Two days</th>
<th>Strategy</th>
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<tbody>
<tr>
<td><strong>LEADERSHIP</strong></td>
<td><strong>COMMUNICATION</strong></td>
<td><strong>STRATEGY</strong></td>
<td><strong>KEY CONTENT</strong></td>
<td><strong>KEY TOOLS</strong></td>
<td><strong>KEY CONTENT</strong></td>
<td><strong>KEY TOOLS</strong></td>
</tr>
<tr>
<td>• Communicates the purpose, importance and expectations of the leadership journey.</td>
<td>• Individual assignments targeted at business results and leadership development</td>
<td>• Recognize strategic thinking as a dynamic managerial practice;</td>
<td>• SWOT</td>
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<tr>
<td>• Senior Leader and the CEO meet to determine development opportunity and coaching support.</td>
<td>• Introduction to peer learning partners</td>
<td>• Introduce a 5-step approach to “doing strategy”;</td>
<td>• 2X2 Matrices</td>
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<tr>
<td>• Overview of the Senior leadership journey (in context of overall leadership system)</td>
<td>• Active engagement with Human Resources</td>
<td>• Creatively identifying strategic opportunities</td>
<td>• Problem Framing, SCQA</td>
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<tr>
<td>• Preparation for Module I</td>
<td>• Module 2 preparation activities</td>
<td>• Frame up compelling and actionable question(s) for analysis</td>
<td>• Analysis Plan</td>
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<tr>
<td><strong>KEY CONTENT</strong></td>
<td><strong>KEY TOOLS</strong></td>
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<tr>
<td>• Leader introduces the program</td>
<td>• Leadership Practices Inventory Report</td>
<td>• Team Performance plans</td>
<td>• SWOT</td>
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<tr>
<td>• The ‘Work of Senior Leader’s at client company</td>
<td>• DISC® online assessment</td>
<td></td>
<td>• 2X2 Matrices</td>
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<tr>
<td>• Leadership versus Management</td>
<td></td>
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<td>• Problem Framing, SCQA</td>
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<tr>
<td>• Leadership Effectiveness</td>
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<td>• Analysis Plan</td>
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<tr>
<td>• The payoff of leadership</td>
<td></td>
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<td>• Pyramid</td>
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<tr>
<td>• The Five Leadership Practices</td>
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<td>• Stakeholder Map</td>
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<tr>
<td>• Skill and practice</td>
<td></td>
<td></td>
<td>• Storyboarding</td>
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<tr>
<td>• Accountability Team set up</td>
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</tbody>
</table>
## Launch and Preparation

### Module I
- **Two days**
- **LEADERSHIP**
  - **KEY CONTENT**
    - Leader introduces the program
    - The ‘Work of Mid-Level Leaders’ at client company
    - Leadership versus Management
    - Leadership Effectiveness
    - The payoff of leadership
    - The Five Leadership Practices
    - Skill and practice
    - Accountability Team set up
  - **KEY TOOLS**
    - Leadership Practices Inventory online assessment

### Module 2
- **Two days**
- **ACCOUNTABILITY TEAMS**
  - **KEY CONTENT**
    - Individual assignments targeted at business results and leadership development
    - Introduction to peer learning partners
    - Active engagement with mentors (Participant’s Managers)
    - Module 2 preparation activities
  - **KEY TOOLS**
    - Leadership Practices Inventory online assessment

### Module 3
- **Two days**
- **STRATEGY**
  - **KEY CONTENT**
    - Recognize your leadership style
    - Understand the impact personality styles have on communication and team performance
    - Practice communication strategies to increase influence
    - Review listening techniques for demonstrating authentic power
    - Explore ways to leverage conflict
    - Improve group communications through presentations
    - Demonstrate leadership by influencing others to get results
  - **KEY TOOLS**
    - DiSC® Report
    - Thomas-Kilmann Conflict Mode Assessment®

### KEY TOOLS
- Leadership Practices Inventory online assessment
- DiSC® online assessment
- Individual assignments targeted at business results and leadership development
- Introduction to peer learning partners
- Active engagement with mentors (Participant’s Managers)
- Module 2 preparation activities
- Leadership Practices Inventory results
- DiSC® online assessment
- Leadership teamwork for peer learning
- Active engagement with mentors (Participant’s Managers)
- Module 3 preparation activities
- Team Performance plans

### KEY TOOLS
- SWOT
- 2X2 Matrices
- Problem Framing, SCQA
- Analysis Plan
- Pyramid
- Stakeholder Map
- Storyboarding

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**Manufacturing for the High Technology Industry** – Leadership Development Program to develop 70 Mid-Level Leaders in terms of collaborative leadership, enhanced communication skills and strategy execution.
**Manufacturing for the High Technology Industry** – Leadership Development Program to develop 90 First Line Leaders in collaborative leadership, building team capability and communication skills.

<table>
<thead>
<tr>
<th>Launch and Preparation</th>
<th>Module 1 Two days</th>
<th>Accountability Teams</th>
<th>Module 2 Two days</th>
<th>Accountability Teams</th>
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<tbody>
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<td><strong>LEADERSHIP</strong></td>
<td><strong>TEAM CAPABILITY</strong></td>
<td><strong>COMMUNICATION</strong></td>
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<td>• Leaders communicate the purpose, importance and expectations of the leadership journey</td>
<td>• Individual assignments targeted at business results and leadership development</td>
<td>• Individual assignments targeted at business results and leadership development</td>
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<tr>
<td>• Participants and their managers meet to determine development opportunity and coaching support</td>
<td>• Introduction to peer learning partners</td>
<td>• Navigate through the stages of team development</td>
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<tr>
<td>• Overview of the first line leadership journey (in context of overall leadership system)</td>
<td>• Active engagement with mentors (Participant Managers)</td>
<td>• Practice communication strategies to influence</td>
<td></td>
<td></td>
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<tr>
<td>• Preparation for Module I</td>
<td>• Module 2 preparation activities</td>
<td>• Review listening techniques for demonstrating authentic power</td>
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</table>

**KEY CONTENT**
- Leader introduces the program
- The ‘Work of First Line Leaders’ at the client’s company
- Leadership versus Management
- Leadership Effectiveness
- The payoff of leadership
- The Five Leadership Practices
- Skill and practice
- Accountability Team set up

**KEY TOOLS**
- Leadership Practices Inventory self-assessment report

**KEY CONTENT**
- Recognize your leadership style
- Understand the impact personality styles have on communication and team performance
- Navigate through the stages of team development
- Practice communication strategies to influence
- Review listening techniques for demonstrating authentic power
- Leverage conflict as a part of team commitment
- Apply performance management practices
- Demonstrate peer to peer accountability

**KEY TOOLS**
- DiSC®
- Thomas Kilmann Conflict Mode Instrument®
- SMART objectives

**KEY CONTENT**
- Recognize your leadership style
- Understand the impact personality styles have on communication and team performance
- Accountability teamwork for peer learning
- Active engagement with HTA mentors (Participant Managers)
- Module 3 preparation activities

**KEY TOOLS**
- Team Performance plans
- DISC® online assessment report

**KEY CONTENT**
- Recognize your leadership style
- Understand the impact personality styles have on communication and team performance
- Practice communication strategies to increase influence
- Review listening techniques for demonstrating authentic power
- Explore ways to leverage conflict
- Improve group communications through presentations
- Demonstrate leadership by influencing others to get results

**KEY TOOLS**
- DiSC® Report
- Thomas Kilmann Conflict Mode Instrument®
The Certificate of Management 3.10: Designed to emulate the breadth of an MBA degree, the Certificate of Management program was created by UT Dallas to offer business education to prepare individuals to move into higher levels of leadership. Styled as a “Mini-MBA”, this professional development program conveys the fundamental knowledge, key insights, important tools and the essential fundamentals of a traditional MBA degree program in a highly concentrated form. The 16 module program is offered as an open-enrollment, self-paced, 100% online program.

<table>
<thead>
<tr>
<th>Part 1</th>
<th>Part 2</th>
<th>Part 3</th>
<th>Part 4</th>
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<tbody>
<tr>
<td>Managing in Today’s World</td>
<td>The Functions and Structure of Management</td>
<td>The Workplace and It’s Workers</td>
<td>Leading and Controlling</td>
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<tr>
<td>• The Exceptional Manager</td>
<td>• Planning</td>
<td>• Human Resource Management</td>
<td>• Groups and Teams</td>
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<td>• Management Theory</td>
<td>• Strategic Management</td>
<td>• Organizational Change and Innovation</td>
<td>• Power, Influence and Leadership</td>
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<tr>
<td>• The Changing Work Environment and Ethical Responsibilities</td>
<td>• Individual and Group Decision Making</td>
<td>• Managing Individual Differences and Behavior</td>
<td>• Interpersonal and Organizational Communication</td>
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<tr>
<td>• Global Management</td>
<td>• Organizational Culture Structure and Design</td>
<td>• Motivating Employees</td>
<td>• Control Systems and Quality Management</td>
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<td></td>
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<td>- Balanced Scoreboard</td>
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<td></td>
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<td>- Financial Tools</td>
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