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Please note that these programs are examples of customized workshops we have developed and delivered based on each client’s specific needs. They may not be representative of your needs. However, we can develop programs that will meet almost any learning objective. The Certificate of Management “Mini-MBA” is an online Certificate and not a client workshop.
**Global French-based Aerospace and Security Company** – High Potential Mid-Level Leadership Development and Business Acumen-focused program for a total of 150 Group Managers.

<table>
<thead>
<tr>
<th>Pre Work</th>
<th>Module 1</th>
<th>Pre Work</th>
<th>Module 2</th>
<th>Pre Work</th>
<th>Module 3</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dallas, Texas</td>
<td>Beijing &amp; Shanghai, China</td>
<td>Paris, France</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>10 day program</td>
<td>10 day program</td>
<td>10 day program</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>E-Learning Assignments</strong></th>
<th><strong>Company Financial and Strategy Presentations by Client Executives</strong></th>
<th><strong>E-Learning Assignments</strong></th>
<th><strong>Integration &amp; Organizational Development</strong></th>
<th><strong>E-Learning Assignments</strong></th>
<th><strong>Group Project Presentations</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Building an Effective Presentation</td>
<td>Marketing Workshop</td>
<td>Work with team on group project</td>
<td>Finance &amp; Economics</td>
<td>Work with team on group project</td>
<td>Personal Development Program</td>
</tr>
<tr>
<td>Pre-reading assignments:</td>
<td>Leadership Competencies and Behaviors</td>
<td>Pre-reading assignments:</td>
<td>Business Strategy</td>
<td>Pre-reading assignment: Innovation</td>
<td></td>
</tr>
<tr>
<td>• How to analyze a case study</td>
<td>Client Company Leadership Model</td>
<td>• Finance</td>
<td>Innovation</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Leadership</td>
<td>Cross Cultural Management Skills</td>
<td>• Leadership Model Self-assessment Grid</td>
<td>Personal Development Program</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Strategic Marketing</td>
<td>Personal Development Program</td>
<td>• Strategy</td>
<td>Company Visits/Cultural Events</td>
<td></td>
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</tr>
<tr>
<td>Complete a company presentation</td>
<td>Company Visits/Cultural Events</td>
<td></td>
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<td>Simulations</td>
</tr>
<tr>
<td>Complete a team member introduction</td>
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<td></td>
<td>Company Visits/Cultural Events</td>
</tr>
</tbody>
</table>

**E-Learning Assignments**

1. **Pre-reading assignments:**
   - How to analyze a case study
   - Leadership
   - Strategic Marketing

2. Complete a company presentation

3. Complete a team member introduction

**Module 1**

- **Dallas, Texas**
  - 10 day program
  - **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

**Module 2**

- **Beijing & Shanghai, China**
  - 10 day program
  - Integration & Organizational Development
  - Finance & Economics
  - Business Strategy
  - Innovation
  - Personal Development Program
  - Company Visits/Cultural Events

**Module 3**

- **Paris, France**
  - 10 day program
  - 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>Module 1 - two days</th>
<th>Module 2 - two days</th>
<th>Module 3 - two days</th>
<th>Module 4 - two days</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Leadership Development</strong></td>
<td><strong>Business Acumen</strong></td>
<td><strong>Strategic Thinking</strong></td>
<td><strong>Business Communications; Engagement &amp; Collaboration</strong></td>
</tr>
<tr>
<td><strong>Program Summary</strong></td>
<td><strong>Day 1 – Business Acumen</strong></td>
<td><strong>Day 1 – Strategic Thinking</strong></td>
<td><strong>Day 1 – Business Communications</strong></td>
</tr>
<tr>
<td>Day 1 – The Leadership Challenge</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>
</tr>
<tr>
<td>Set the example for others by aligning your actions with shared values.</td>
<td>Review the business drivers for the company.</td>
<td>Select and apply strategic methods, tools and frameworks during a dynamic strategic planning process.</td>
<td></td>
</tr>
<tr>
<td>Inspire others to share a common vision.</td>
<td>Discuss how power prices impact our business decisions.</td>
<td>Application of the following strategy tools: SCQA (Situation, Complication, Question, Answers); SWOT (Strengths, Weaknesses, Opportunities, Threats); 2X2 Matrices, Pyramid, Storyboarding and Stakeholder Mapping.</td>
<td></td>
</tr>
<tr>
<td>Search for opportunities to change and improve.</td>
<td>Review business acumen case study.</td>
<td>Prepare, create and present compelling strategic plans and recommendations for company-specific issues and opportunities.</td>
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</tr>
<tr>
<td>Experiment with innovative ideas and learn from mistakes.</td>
<td>Provide restructuring update – Q&amp;A.</td>
<td>Day 2 – Strategic Thinking</td>
<td>Apply strategic frameworks to the company’s real world business and build Strategic Thinking presentations.</td>
</tr>
<tr>
<td>Build collaboration, teamwork and trust.</td>
<td>Day 2 – Business Acumen</td>
<td></td>
<td>Deliver presentations to a panel of the companies’ senior leaders.</td>
</tr>
<tr>
<td>Strengthen the ability of others to excel.</td>
<td>Learn how power markets, trading, and financial management all fit together.</td>
<td>Day 2 – Engagement &amp; Collaboration</td>
<td></td>
</tr>
<tr>
<td>Recognize the accomplishments of others.</td>
<td>Discuss new business development – generation development, current initiatives.</td>
<td>Explain the link between collaboration, engagement, productivity, innovation, retention, and employee growth/development.</td>
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</tr>
<tr>
<td><strong>Day 2 – Leader as Coach</strong></td>
<td>Act Like an Owner (Oz Principle) – Linking accountability to business acumen.</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 experiences that have built your leadership style.</td>
<td>Practice Dialogue Circle Method to increase communication.</td>
<td>Discuss practical strategies to facilitate collaboration/engagement and reduce the impact of unconscious bias.</td>
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</tr>
<tr>
<td>Identify the impact personality styles have on communications and team performance.</td>
<td>Exercise coaching techniques to maximize outcomes and minimize problems.</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>Practice Dialogue Circle Method to increase communication.</td>
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<td>Deliver Capstone Presentations</td>
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<tr>
<td><strong>Post Work</strong></td>
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<td><strong>Post Work</strong></td>
</tr>
<tr>
<td>Complete the Leadership 360</td>
<td>Meet with coach to debrief 360</td>
<td>Work on Individual Assignments</td>
<td>Attend Graduation Ceremony</td>
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<tr>
<td>Work on Individual Assignments</td>
<td>Meet with Learning Team</td>
<td>Meet with Learning Team</td>
<td>Apply learnings to the business</td>
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<tr>
<td>Meet with Learning Team</td>
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<td>Capstone presentation preparation</td>
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</tbody>
</table>

create your future
## 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
- Action planning and online study orientation

## Module 2
**One Day**

**Excellence in Implementation**

- 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

**Action planning and online study 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, Personal Commitments and Action Planning for Ongoing Change**

4 week interlude with an online module:

- “The Exceptional Manager”

4 week interlude with an online module:

- “Strategic Management”
Financial Services Company - Foundational Program - First Line Leaders II: Designed to build on the initial First Line Leader program.

<table>
<thead>
<tr>
<th>Module 1</th>
<th>Module 2</th>
<th>Module 3</th>
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</thead>
<tbody>
<tr>
<td><strong>One Day</strong></td>
<td><strong>One Day</strong></td>
<td><strong>One Day</strong></td>
</tr>
<tr>
<td><strong>Tools and Skills for improved Leadership Capability</strong></td>
<td><strong>Advanced Communication Skills</strong></td>
<td><strong>It’s all about Attitude (The mind of a leader)</strong></td>
</tr>
</tbody>
</table>

**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

**Action Planning and online orientation**

**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)

**Action Planning and online orientation**

4 week interlude and online course: “Motivating Employees”

4 week interlude and online course: “Power, Influence and Leadership”

<table>
<thead>
<tr>
<th>Attitude=Behavior=Performance</th>
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</thead>
<tbody>
<tr>
<td>The “Forward Focus” effect</td>
</tr>
<tr>
<td>The Inbox (exercise)</td>
</tr>
<tr>
<td>“Failure is not an Option” (exercise)</td>
</tr>
</tbody>
</table>

**The Six Thinking Hats®**
- Brain function and situational leadership
- The Six Hats (illustration & exercise)
- Parallel thinking
- Thinking collaboratively
- Unleashing innovation & creativity
- Staying focused

**Action Planning and program assessment**

Certificate awards, comments from CEO

4 week interlude and online course: “Motivating Employees”

4 week interlude and online course: “Power, Influence and Leadership”
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.

<table>
<thead>
<tr>
<th><strong>Sunday</strong></th>
<th><strong>Monday</strong></th>
<th><strong>Tuesday</strong></th>
<th><strong>Wednesday</strong></th>
<th><strong>Thursday</strong></th>
<th><strong>Friday</strong></th>
</tr>
</thead>
</table>
| Welcome and Overview of the Week | Leadership:  
• The Leadership Imperative  
• Leading Change  
• The Different Models of Leadership  
• Transformational Leadership versus situational leadership  
• Hogan Assessment: “Why leaders fail” | Leadership:  
• Collaborative leadership  
• Leading teams  
• Leading in a cross-cultural environment  
Debrief and personal application  
Tour of UT Dallas  
Dinner and prep work for 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 | Strategic Planning:  
• Why Strategy? What is Strategy?  
• The Need for Strategic Frameworks  
• Porters Five Forces  
• The Congruence Model  
• Lunch speaker: “Why Strategy Fails?” | Financial Management & Forecasting:  
• Financial Statement Analysis  
• Key Metrics and Dashboards  
• Key Concepts for Financial Management  
Program Wrap Up  
Reception and Awarding of Certificates  
Closing Dinner |
| Debrief and personal application | Debrief and personal application  
Dinner and prep work for Tuesday | Dinner and prep work for 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  
Prep work for Friday |
**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.

**Phase I: Culture Survey**
- 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.

**Phase 2: Road to Payment Reform: Senior Leadership Team**
- 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.

**Phase 3: Road to Payment Reform: Directors and Managers**
- 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.

**Phase 4: Healthcare Cost Management & Financial Performance**
- On-going 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.
**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-on-one coaching sessions.

<table>
<thead>
<tr>
<th><strong>Day 1</strong></th>
<th><strong>Day 2</strong></th>
<th><strong>Day 3</strong></th>
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</thead>
<tbody>
<tr>
<td><strong>Leadership</strong></td>
<td><strong>Leadership</strong></td>
<td><strong>Leadership</strong></td>
</tr>
</tbody>
</table>
| Executive Team Workshop  
  • Authentic Leadership – Personal Style  
  • Leadership Mindsets  
  • Experiential Activity | Executive Team Workshop  
  • Authentic Leadership – Personal Style  
  • Leadership Mindsets  
  • Experiential Activity | Executive Team  
  • Emotionally Intelligent Leadership  
  • Managing High-Performing Teams  
  Middle Management  
  • Emotionally Intelligent Leadership  
  • Managing High-Performing Teams  
  Drumming Team Building Activity  
  Team Dinner |

<table>
<thead>
<tr>
<th><strong>Day 4</strong></th>
<th><strong>Day 5</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Continuous Improvement</strong></td>
<td><strong>Developing Self &amp; Others</strong></td>
</tr>
</tbody>
</table>
| Middle Management  
  • Operational Excellence  
  • Principles of CI  
  • Innovation  
  • Problem Solving  
  • Linkage between functions and teamwork | Middle Management  
  • One-on-one coaching  
  • Coaching teams to performance and managing conflict using the Thomas-Kilmann Conflict Mode Assessment®  
  • Personal leadership |
Renewable Energy Company: 15 Plant Managers experienced workshops to improve the effectiveness of their current continuous improvement programs and to improve the overall performance of their teams, demonstrate the ability to resolve conflict and influence others.

**Day 1  
Continuous Improvement**

Objectives: learn the key principles of continuous improvement; examine how to equip leaders to accelerate innovation and achieve operational excellence

- Value of Continuous Improvement
- The Continuous Improvement Cycle
- The 5S Continuous Improvement Model
- Performance Metrics
- Waste Reduction
- Tools for Continuous Improvement
- Failure Modes
- Application
- Action Planning

**Day 2  
Interpersonal Skills and Team Development**

Objectives: improve team performance, practice strategies for effective communication

- DiSC® Personality Styles
- The Five Dysfunctions of a Team
- The Strategies of Team Development
- Emotional Intelligence
- Communication and Influence
- Conflict Styles and Resolution using the Thomas-Kilmann Conflict Mode Assessment®
- Application
- Action Planning
National Distributor of Building Products: Two-day ”Fundamentals of Supply Chain” workshop for 30 Mid-Level Leaders designed to ‘level set’ the organization’s knowledge base and introduce best practices in inventory management and procurement practices. The company has grown through acquisition thereby acquiring a variety of practices and processes.

**Day 1**
*Fundamentals of Supply Chain*

Objectives:
Review fundamentals of inventory management; review cross-functional objectives and costs; discuss role of procurement processes and their key role in effective distribution; review effective change management principles

- Inventory management introduction
- Requirements of Effective Inventory Management
- Inventory Policies-how much to order?
- Inventory Policies-when to order?
- Simulations-problem solving
- Discuss results of simulations
- Present case study
- Evening work teams - case study

**Day 2**
*Fundamentals of Supply Chain*

Objectives:
Review supply chain management from a procurement perspective; review current trends in supply chain management; identify main supply chain risks and how to minimize risks; develop procurement skills used to effectively manage supply chain; review principles for effective change management

- Case study findings and results
- Supply chain management - trends
- Procurement and supplier management - cycles, scorecards
- Sales and inventory planning
- Budgets and performance
- Case study group exercise
- Institutionalizing supply chain management strategy, policy and procedures
Manufacturing for the High Technology Industry – Leadership Development Program for 25 Senior Level Leaders to develop the top executive team in terms of collaborative leadership, advanced enhanced communication skills.

<table>
<thead>
<tr>
<th>Launch and Preparation</th>
<th>Module 1 One day</th>
<th>Accountability Teams</th>
<th>Module 2 One day</th>
<th>Accountability Teams</th>
</tr>
</thead>
<tbody>
<tr>
<td>LEADERSHIP</td>
<td>ADVANCED COMMUNICATION SKILLS</td>
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<tr>
<td>• CEO Communicates 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>
<td>• Individual assignments targeted at business results and leadership development</td>
<td></td>
</tr>
<tr>
<td>• Senior Leader and the CEO meet to determine development opportunity and coaching support.</td>
<td>• Introduction to peer learning partners</td>
<td>• Practice communication strategies to increase influence</td>
<td>• Accountability teamwork for peer learning</td>
<td></td>
</tr>
<tr>
<td>• Overview of the Senior leadership journey (in context of overall leadership system)</td>
<td>• Active engagement with Human Resources</td>
<td>• Review listening techniques for demonstrating authentic power</td>
<td>• Active engagement with Human Resources</td>
<td></td>
</tr>
<tr>
<td>• Preparation for Module I</td>
<td>• Module 2 preparation activities</td>
<td>• Explore ways to leverage conflict</td>
<td>• Module 2 preparation activities</td>
<td></td>
</tr>
</tbody>
</table>

**KEY CONTENT**
- Leader introduces the program
- The Work of Senior Leader’s 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 360 online assessment
- DISC®online assessment

**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**
- Team Performance plans
### Manufacturing for the High Technology Industry – Leadership Development Program to develop 70 Mid-Level Leaders in terms of collaborative leadership and enhanced communication skills.

<table>
<thead>
<tr>
<th>Launch and Preparation</th>
<th>Module 1</th>
<th>Accountability Teams</th>
<th>Module 2</th>
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<tbody>
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<td>• Senior Leaders</td>
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<td>• Accountability teamwork for peer learning</td>
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<td>purpose, importance</td>
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<td>• Active engagement with mentors (Participant’s Managers)</td>
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<td>• Active engagement with mentors (Participant’s Managers)</td>
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<td>and expectations of</td>
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<td>• Module 2 preparation activities</td>
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<td>the leadership journey</td>
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<td><strong>ACCOUNTABILITY</strong></td>
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<td>• Participants and</td>
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<td><strong>COMMUNICATION SKILLS</strong></td>
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<td><strong>COMMUNICATION SKILLS</strong></td>
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<td>their senior leader</td>
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<td>• Recognize your leadership style</td>
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<td>meet to determine</td>
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<td>• Understand the impact personality styles have on communication and team performance</td>
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<td>development opportunity</td>
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<td>• Improve group communications through presentations</td>
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<td><strong>KEY TOOLS</strong></td>
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<td><strong>KEY TOOLS</strong></td>
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<td>system)</td>
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<td>• Leadership Practices</td>
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<td>• Leadership Practices</td>
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<tr>
<td>• Preparation for</td>
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<td>Inventory results</td>
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<td>Module 1</td>
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<tr>
<td>• Leadership Practices</td>
<td></td>
<td>• DiSC® Report</td>
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<td>• Thomas-Kilmann Conflict Mode Assessment®</td>
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<td>• Team Performance plans</td>
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<td>• Team Performance plans</td>
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Manufacturing for the High Technology Industry – Leadership Development Program to develop 90 First Line Leaders in collaborative leadership and building team capability.

<table>
<thead>
<tr>
<th>Launch and Preparation</th>
<th>Module I Two days</th>
<th>Accountability Teams</th>
<th>Module 2 Two days</th>
<th>Accountability Teams</th>
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<tr>
<td><strong>LEADERSHIP</strong></td>
<td></td>
<td><strong>BUILDING TEAM CAPABILITY</strong></td>
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<tr>
<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>• Recognize your leadership style</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>• Understand the impact personality styles have on communication and team performance</td>
<td>• Accountability teamwork for peer learning</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>• Navigate through the stages of team development</td>
<td>• Active engagement with HTA mentors (Participant Managers)</td>
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<tr>
<td>• Preparation for Module I</td>
<td>• Module 2 preparation activities</td>
<td>• Practice communication strategies to influence</td>
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<td><strong>KEY CONTENT</strong></td>
<td><strong>KEY CONTENT</strong></td>
<td><strong>KEY CONTENT</strong></td>
<td><strong>KEY CONTENT</strong></td>
<td><strong>KEY TOOLS</strong></td>
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<tr>
<td>• Leader introduces the program</td>
<td>• Recognize your leadership style</td>
<td>• DiSC®</td>
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<tr>
<td>• The ‘Work of First Line Leaders’ at the client’s company</td>
<td>• Understand the impact personality styles have on communication and team performance</td>
<td>• Thomas Kilmann Conflict Mode Instrument®</td>
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<td>• Leadership versus Management</td>
<td>• Navigate through the stages of team development</td>
<td>• SMART objectives</td>
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<tr>
<td>• Leadership Effectiveness</td>
<td>• Practice communication strategies to influence</td>
<td><strong>KEY TOOLS</strong></td>
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<tr>
<td>• The payoff of leadership</td>
<td>• Review listening techniques for demonstrating authentic power</td>
<td>• Leadership Practices Inventory self-assessment report</td>
<td>• Team Performance plans</td>
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<tr>
<td>• The Five Leadership Practices</td>
<td>• Leverage conflict as a part of team commitment</td>
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<td>• DiSC® online assessment report</td>
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<td>• Skill and practice</td>
<td>• Apply performance management practices</td>
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<tr>
<td>• Accountability Team set up</td>
<td>• Demonstrate peer to peer accountability</td>
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</table>
The Certificate of Management 4.10: Designed to emulate the breadth of an MBA degree, the Certificate of Management program was created by UT Dallas to provide business education that prepares 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 and culminates with a rigorous Harvard Business Simulation.

<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</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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<td>Today’s World</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 - Balanced Scoreboard - Financial Tools</td>
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<td>• Final Project: Harvard Business Simulation</td>
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create your future