

VANDERBILT CERTIFICATE IN LEADERSHIP EXCELLENCE

A four-program series designed to help you achieve your goals as a leader

Through a carefully selected series of four programs, the Vanderbilt Certificate in Leadership Excellence will help you build key skills and fulfill your potential as a leader. You'll have the opportunity to learn, discuss and experience both fundamentals of leadership and advanced approaches with noted authors, distinguished academics and knowledgeable peers.

Four programs. Nine days.

Executive Leadership—3 days

Taught by noted author and Vanderbilt business professor **Dick Daft**, this fast-paced and highly interactive program will help you become a stronger leader and will teach you strategies for building a shared vision, motivating people and leading change effectively.

Leadership Coaching—2 days

Taught by executive coach and Vanderbilt professor **Mark Cannon**, this intensely focused program will help you strengthen your organization by developing the distinct set of competencies to more effectively coach, motivate, recruit and retain high-performance employees.

Leading Change—2 days

Taught by noted author and Vanderbilt business professor **Dick Daft**, this engaging program will help you lead change initiatives that succeed, build support for embracing and sustaining change and adopt best-practice strategies for applying course learning to an actual project in your organization.

Negotiation Skills for Managers—2 days

Taught by negotiation expert and distinguished scholar **Ray Friedman**, this program provides an analytical framework for approaching negotiation scenarios and will help you build skills as a negotiator with both internal and external constituents, handle disputes and help your organization function more effectively.



Vanderbilt Certificate in Leadership Excellence

Here are just a few of the things that you will learn.

Executive Leadership

- Latest leadership thinking and techniques and how to use them to become a stronger leader
- How personal leadership style affects all facets of the organization
- Ways to motivate people using key leverage points based on character and ability
- How to develop a personal action plan to create greater impact in your organization

Leadership Coaching

- How to apply effective coaching to enhance your leadership skills
- How to identify employees' key needs, set goals for their development, establish action plans and provide ongoing assessment
- Ways to build employees' motivation for and commitment to change
- Feedback techniques that maximize learning and minimize defensiveness

Leading Change

- How to ensure that change projects succeed
- How to avoid common mistakes and anticipate barriers to change
- How to build support for embracing change
- How to leverage technology for change

Negotiation Skills for Managers

- Basic structures of distributive and integrative negotiations
- How to recognize tactics used by other negotiators—and the strategies to use in response
- How to identify your strengths and weaknesses as a negotiator
- How to manage disputes within your organization



Who Should Attend

- CEOs, board members and senior executives
- Entrepreneurs and small business owners
- Managers of all levels and all functions

Cost

\$8,000

Cost includes tuition for all four programs, instructional materials, continental breakfast and lunch (all days).

About Vanderbilt Executive Education

Vanderbilt Executive Education at the Owen Graduate School of Management offers proven and practical programs to help individuals and organizations refresh, engage and strengthen management expertise. Short Programs for individuals are short, highly focused programs in areas of Leadership, Management and Strategy. Custom Solutions for organizations are custom-built and are uniquely tailored to help each client tackle a specific organizational need or to achieve its developmental goals for established and emerging leaders.

Conveniently located near downtown Nashville, Vanderbilt Owen Graduate School of Management is ranked as a top institution by *BusinessWeek*, the *Wall Street Journal*, *U.S. News & World Report*, *Financial Times* and *Forbes*.

Visit our website for more information regarding programs and schedules, faculty biographies, online registration and maps and directions.

Scan this code to view upcoming programs and dates.



Executive Education
OWEN GRADUATE SCHOOL OF MANAGEMENT

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