UVM Leadership and Management Professional Certificate

Session 1: The Strategic Leader

To be successful, businesses need leaders and managers who know how to constantly adapt, using acute self-understanding, insight, analytical and decision-making skills, and the ability to influence others.

In this one-day seminar, you’ll learn how enhance these capacities with a powerful framework for individual, team, organizational learning. Results from the KLSI 4.0 self-assessment and the Learning Compass™ will expand your understanding about how you, your co-workers, employees, and customers navigate work challenges using different styles. Boost your effectiveness and lead your organization by applying these frameworks to innovation, problem solving, decision making, and strategic thinking.

In addition, you will practice a peer coaching method for problem solving a real organizational challenge you face at work. Return to work better equipped to lead with skill and agility.

Benefits:

- Learn how leader catalysts make a difference as models and guides
- Assess your leadership capacities and create a plan for ongoing development that aligns with your organization’s strategic direction
- Problem-solve one of your organization’s real challenges, using a “peer power” method for group problem-solving

Workshop Format:

This highly interactive seminar will include discussion of case studies, assessment of your leadership, small-group problem-solving, and action planning.

Session 2: Marketing Strategies and Measuring Performance for Successful Outcomes

Companies that understand and apply customer-centric marketing are more likely to achieve long-term success. In this seminar, you’ll receive an overview of the principles of strategic marketing management. You’ll leave with ideas for developing and managing marketing strategies to create value for your customers.

This seminar includes classroom presentations, discussions and case studies from a wide range of firms and industries. Feel free to bring marketing issues, challenges and ideas from your company for discussion and refinement.

Learning Objectives:
• Consider the key internal and external factors in developing marketing strategies and implementation plans.
• Understand the importance of defining your target market(s) and their needs.
• Learn the key steps to marketing strategy and program development, including the critical importance of positioning, branding and measurement.
• Implement techniques for effectively allocating limited resources to improve the return on your marketing investment.

Session 3: Financial Analysis for Strategic Decision Making

Today we have access to more information than ever before, but how do you use the information you have to make the best decision? You probably realize the information is valuable, but have no idea how to take advantage of it to make more profitable decisions.

You will learn the steps to analyzing business data, which will help you optimize current operations and determine the outcomes of your decisions. This course will give you the tools to make better decisions, use more information and have better support for the decisions you make.

Benefits:
• Product/service pricing (primary and secondary products/services)
• Financing decisions
• Cash flows
• Cash hoards
• Present value concepts
• Cost structure

Workshop Format:

This interactive seminar uses case studies and small-group discussions.

Session 4: Conflict and Negotiation: Creating Long-Term Success

Effective Negotiations provides a solid understanding of negotiating; a systematic process so you know what to do, how to do it, and why; as well as tools to keep you on track for all future negotiations. We are in negotiation activities constantly in our careers and in daily life. The outcome depends greatly on our understanding of the negotiation and communication process.

The objectives of this seminar are to develop negotiation skills experientially and to learn useful analytical frameworks for understanding negotiations. Emphasis is placed on realistic negotiation exercises and role playing. The exercises serve as catalysts for the evaluation and discussion of different types of negotiation situations.

Learning Objectives:
• Know when to cooperate and when to compete in negotiations.
• Realize better outcomes and close stronger deals.
• Utilize essential analytical elements to focus your efforts and prepare successfully.
• Gain a new sense of confidence when negotiating.
• Enhance your ability to think rationally through a negotiation situation.
• Learn how to overcome barriers to making optimal decisions.
• Prepare effectively for a negotiation by learning skills that create buy-in.
• Gain valuable tactics to move through a negotiation with integrity and effectiveness.

Session 5: Developing Sales Strategies and Opportunities for Growth

In today’s highly competitive economy, every business searches for an advantage. One key to success is developing an effective sales strategy and implementation plan based on a unique and compelling value proposition.

In this one-day interactive course, you’ll examine the relationship between sales and marketing, what value is, how to create it, various sales roles and key elements to include in a sales plan. This seminar is rich with discussions and best-practice examples.

Regardless of the business you’re in, sales is one of the most critical functions for maintaining growth and health of an organization. As the business world evolves the art of selling has morphed into the science of selling. Today strategy, thought-leadership, industry knowledge, and complex relationships are cornerstones of successful selling.

Benefits:

• Understand the role of sales versus marketing.
• Create a unique and compelling value proposition for your company.
• Develop the framework for a complete strategic and tactical sales plan.
• Learn best practices in evaluating and managing a sales force.
• Achieve stronger customer loyalty and satisfaction are the cornerstones of every great private and public sector organization. Learn how you can create a customer service culture of excellence that every single team member strives to achieve.

Session 6: Emotional Intelligence

Strengthen Your EQ and Develop Social Awareness for Improved Performance

Technical know-how, subject expertise and IQ only get you so far in business today. Emotional Intelligence, or EQ, is the ability to manage your emotions and connect with others. This ability is critical in our culturally diverse, dispersed, fast-paced, global workplaces.

EQ: The Art & Science of Emotional Intelligence

This course focuses on both the art and science of emotional intelligence. Participants will learn the latest research and scientific advances in the area. Participants will also practice techniques
used by actors to engage in active listening, connect to an audience, connect to their own emotions and de-stress before a big event.

EQ: Just because you understand it does not mean you do it – moving leaders from intellectual understanding to being emotionally intelligent.

Most leaders intellectually understand the concept of Emotional Intelligence. They believe the idea and theory that they can become better leaders, parents, spouses and friends by working intentionally to develop their EQ. However, many struggle to take what they intellectually understand about Emotional Intelligence and to translate that knowledge into new behaviors. This, therefore, is the knowing-doing gap.

In this highly interactive course, Bob Anderson, M.Ed., CEO of 1Hero Sports, LLC will present the proven tools, strategies and techniques he has used to assist thousands of C-Level executives and thousands more key employees (everyone) to move from an intellectual understanding of EQ to adopting and practicing new EQ behaviors that significantly increase their effectiveness and that enhance their life.

Benefits:

- The difference between IQ and EQ and why EQ is a better predictor of success
- How EQ is assessed and tested
- The brain’s role in emotional functioning and how to “re-wire” the brain
- How to lead people of varying demographics (cultural intelligence)
- How to inspire and motivate rigid employees, family members and friends
- How to improve their health via proper emotional functioning/intelligence
- Participants will depart the session with a clear understanding of the implications of pursuing EQ development in their professional and personal life

Session 7: Leading and Motivating Your Employees

Great leaders do not rely on a single approach to manage every employee in every situation, nor do they wield the same set of tools to fix every problem. Instead, they are thoughtful and intentional about what they do—and what they don’t do—as they adapt to the challenges and opportunities that arise when managing different people in different situations.

The purpose of this session is to provide practical tools that will help you lead and motivate the people with whom you work. You will learn to apply five distinct leadership styles, and to recognize the contexts in which each style is more or less effective.

Distinguishing this session from other leadership seminars is its grounding in evidence-based management: Behind the principles and frameworks presented in this session are large bodies of rigorous empirical research that informs our understanding of the practices that tend to work, the contexts in which they probably won’t work and pitfalls to avoid, and the types of people who respond most favorably to their use. Key concepts are packaged in frameworks that are relatively
easy to understand and apply, and can eventually be mastered by leaders who are committed to self-improvement and willing to practice.

You will learn specific practices and tools for each leadership style, including those that will help you diagnose the underlying causes of performance problems, develop creative incentives without relying on monetary rewards, identify when you should and should not use different forms of employee involvement, “push” high achievers and star performers in ways that motivate them, manage people’s perceptions of fairness, demonstrate why you can be trusted, use a vision to inspire people and reduce their uncertainty, and shape the culture and norms of your group.

Benefits:

- Understand effective leadership and motivation techniques that are well-supported by rigorous research
- Gain valuable management tools that, in many cases, require only a minimal amount of time to use
- Learn leadership frameworks to help simplify the complexities of employee attitudes and behaviors

Session 8: Understanding Your Competitive Advantage

With a blend of modern theory and practical application, this program readies you for strategic success. In a highly collaborative learning environment, participants will gain practical insights and an introduction to competitive strategies for use in your organization. In small groups, you and other working professionals will discuss and analyze specific competitive issues that you have encountered in your business.

You then will create an action plan to implement in your organization. Guided by our award-winning faculty, you’ll learn how to leverage their latest thinking to identify and assess industry opportunities and capitalize on your organization’s competitive strengths. You’ll then explore how best to apply those strengths to build a solid foundation for profitability and growth.

By the end of this course, you will know how to assess the competition in your industry. Through lecture and case studies, both in the classroom and in smaller work groups, you will examine how other companies have created competitive advantage. You will leave the program with specific tools that you can use to make an immediate strategic impact once you return to your company or organization.

Benefits:

- Develop strategies for taking your organization to that next stage of growth
- Learn how to differentiate your business from your competitors
- Initiate the groundwork for change in your organization
- Gain valuable tactics for implementing strategies and action plans to sustain your business’ competitive advantage