The Strategic Leader

The Rady School of Management, UC San Diego
Elevate Leadership Certificate Program
Boeing, Huntsville
April 2016

Eligible through the Total Access – Learning Together Program

Leaders in organizations often discuss the need for their teams to develop strategic-thinking skills—this runs true for both individual contributors and managers. Similarly, team members often express challenges in fully learning the seemingly invisible and intangible organizational culture, office dynamics and politics necessary to advance and prove effective. This short-course certificate program helps you integrate both strategic thinking and organizational savvy through interactive and practical learning. You will:

- **Boost** performance through strategic thinking
- **Make** decision-making more strategic and effective
- **Gain** practical tools to augment team collaboration
- **Decipher** organizational politics

**Distinguished Executive Guest Speakers:**

We are currently confirming additional esteemed speakers for 2016!

Each homework-free course is only 1.5 days. Enroll today!

**Course 1:** The Strategic View
The Science & Methods of Strategic Thinking for Individuals
April 22, 5pm-8:30pm
April 23, 8am-3pm
LEAD403 (.9 CEUs)

**Course 2:** Thrive
Effective Decision-Making Strategies for the Information-Indulged Professional
May 13, 5pm-8:30pm
May 14, 8am-3pm
LEAD405 (.9 CEUs)

**Course 3:** Navigate
Understand Organizational Dynamics, Build Leverage & Exercise Ethics
June 10, 5pm-8:30pm
June 11, 8am-3pm
LEAD404 (.9 CEUs)

**Course 4:** Play to Your Strengths
Tactics & Tools To Boost Your Organizational IQ & Effectiveness
June 24 5pm-8:30pm
June 25, 8am-3pm
LEAD323 (.9 CEUs)

For more information, visit: rady.ucsd.edu/exec/elevate/
For assistance, contact: Nancy Peritz at nperitz@ucsd.edu or (858) 822-7414
What Makes Our Courses Unique?

INTERACTIVE & TEAM-BASED LEARNING
The Elevate Leadership Certificate Program features curriculum that appeals to multiple senses and dynamically engages participants.

EXECUTIVE-LEVEL GUEST SPEAKERS
Engage executive guest speakers in an intimate setting and directly apply classroom learnings to their experiences.

RESEARCH-BASED CURRICULUM
Practical research and input from executives drive the credibility and effectiveness of our curricula.

LEARN & EARN A UNIVERSITY OF CALIFORNIA CERTIFICATE
Earn a university-based certificate from The Rady School of Management, UC San Diego.

The Strategic Leader Certificate Series

Certificate Requirements: 4 Short Courses, 1.5 days per course (1 day and 1 evening). Complete all four courses to earn the Strategic Leader Certificate.

Units & Tuition: Each course offers .9 CEUs, for a total of 3.6 CEUs. Tuition is $1,200 for each course. Eligible through the Total Access – Learning Together Program. Registration remains open through course start date.

Early Bird: Enroll by March 22, 2016 and your registration will include a seat at the Elevate Forum on June 2 & 3, 2016 in San Diego, CA. The Elevate Forum allows you to engage executives from major Fortune 500-level companies. Additional info to follow. After March 22, regular registration is still open.

Location: The Boeing Company, 48-18.2 MIC 1, 499 Boeing Blvd SW, Huntsville, AL 35824

Enroll now. It’s easy.
1. Reserve your seat by emailing Nancy Peritz at nperitz@ucsd.edu with your info: Name, Title, Company, Address, Phone, Email, and Course(s) you want to enroll in. Use the Subject Line, “Spring 2016: Boeing Huntsville, Strategic Leader.”
   Note: To be officially enrolled, you must meet eligibility requirements and submit a voucher through the Total Access – Learning Together Program (LTP). See next steps.
2. To enroll, go to Total Access – Learning Together Program (LTP).
3. After approval is received, send your LTP Voucher to Nancy Peritz.
4. After your LTP Voucher is received, you will receive confirmation of enrollment for the course(s).
5. Upon completion of each course, submit your grades through LTP in a timely manner.

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A partnership of:
**The Strategic View:**
The Science & Methods of Strategic Thinking for Individuals

Description of Short Course
The Strategic View course elevates your ability to think and act strategically – this type of thinking will guide you to define an ideal future state and adapt in virtually any context. This course emphasizes how to develop a more strategic mind through key frameworks and step-by-step methods. The Strategic View focuses on crafting novel, visionary approaches to seize opportunities, manage risks simultaneously, align with the organization’s goals and challenge rigid mind blocks. Course topics include:

- Strategic Thinking Illuminated: Key Components
- The Strategic Cornucopia: Multiple Strategy Models
- Position Your Own Meta-Strategic Framework
- Apply & Test Strategic Scenarios
- Systems & Process Mapping to Solve Challenges

**Course Dates:**
April 22, 5pm-8:30pm  
April 23, 8am-3pm

**Course Number:** LEAD403 (.9 CEUs)  
**Instructor:** Vu H. Pham, Ph.D.

**Tuition:** $1,200  
Eligible for Tuition Assistance

**Location:** The Boeing Company, 48-18.2 MIC I  
499 Boeing Blvd SW, Huntsville, AL 35824

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**Thrive:**
Effective Decision-Making Strategies for the Information-Inundated Professional

Description of Short Course
The Thrive course elevates your ability to grow while multiplying your strategic toolkit. As a complementary follow-on to The Strategic View course, this course teaches participants multiple decision-making strategic models that prove simple, yet effective. Think. Plan. Act. These three core steps of strategic thinking culminate in Thrive. These models follow a quadrant-based system of strategic decision-making, equipping professionals with the necessary tools that will systematize, clarify and simplify how we make decisions. Course topics include:

- Self-Awareness: The Flow, The Johari Window & The Making-Of
- Self-Development: The Project Portfolio, The Eisenhower & The Rubber Band
- Understand Others: Double Loop Learning & The Black Swan
- Develop Others: Situational Leadership & The 6 Hats

**Course Dates:**
May 13, 5pm-8:30pm  
May 14, 8am-3pm

**Course Number:** LEAD405 (.9 CEUs)  
**Instructor:** Bruce J. Stewart

**Tuition:** $1,200  
Eligible for Tuition Assistance

**Location:** The Boeing Company, 48-18.2 MIC I  
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A partnership of:
**Play to Your Strengths:**
*Tactics & Tools To Boost Your Organizational IQ & Effectiveness*

Description of Short Course
How do you enact organizational and individual transformation through a process that inspires, mobilizes and sustains this momentum? More so, how do you create transformation that leverages the global cultures in the workplace? The Play To Your Strengths course creates leaders who champion the strengths of all employees, whether based on communication styles, diverse backgrounds or a wide array of functional skill sets. Collaborative inquiry models meet cultural intelligence to generate strategic transformation. Course topics include:

- Build Your Political IQ, Balance Professional Ethics
- Politics & Leverage: The Tactical & Practical
- Craft Your Political Strategy

**Course Dates:**
June 24, 5pm-8:30pm  
June 25, 8am-3pm

**Course Number:** LEAD323 (.9 CEUs)  
**Instructor:** Christine Itano-Cosner  
**Tuition:** $1,200 * Eligible for Tuition Assistance*  
**Location:** The Boeing Company, 48-18.2 MIC 1  
499 Boeing Blvd SW, Huntsville, AL 35824

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**Navigate:**
*Understand Organizational Dynamics, Build Leverage & Exercise Ethics*

Description of Short Course
The Navigate course elevates your ability to master organizational dynamics and create a desirable workplace. This course teaches the “invisible” and “intangible” world of workplace politics and how to build leverage and allies. Participants will learn how to identify key political “rules” and tools for building social capital within an organization, while avoiding the pitfalls of dirty politics. In fact, it encourages ethical behavior that can create beneficial outcomes for everyone. Course topics include:

- Build Your Political IQ, Balance Professional Ethics
- Politics & Leverage: The Tactical & Practical
- Craft Your Political Strategy

**Course Dates:**
June 10, 5pm-8:30pm  
June 11, 8am-3pm

**Course Number:** LEAD404 (.9 CEUs)  
**Instructor:** Stephanie Piimauna  
**Tuition:** $1,200 * Eligible for Tuition Assistance*  
**Location:** The Boeing Company, 48-18.2 MIC 1  
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*A partnership of:* Rady UC San Diego School of Management  
Spectrum Knowledge
The Elevate Forum showcases senior executives from major Fortune 500-level organizations who will deliver 3-minute leadership lightning talks — this provides condensed and practical advice. Our signature leadership event is co-hosted by UC San Diego, CSU Fullerton, UC Riverside and Spectrum Knowledge. Join us for this dynamic invitation-only, cross-industry event.

**Past Speakers**

- **Barbara Arneklev-Krol** | Vice President of Human Resources, Tilly's
- **Roy Azevedo** | Vice President, Advanced Concepts & Technology, Space & Airborne Systems, Raytheon Company
- **Young J. Bang** | Vice President, Booz Allen Hamilton
- **Dave Barthmuss** | Group Manager, Communications (West), General Motors Company
- **Ken Baruth** | Vice President Risk, Dealer Credit & IT Security, and Chief Risk Officer, Toyota Financial Services Corporation
- **John Basile** | Vice President, Diversity & Inclusion, Fidelity Investments
- **Susan L. Beat** | Senior Vice President, Union Bank
- **Shaun Beaudette** | Director, Business Management, Information Technology, Raytheon Space & Airborne Systems
- **Brad Bennett** | Executive Vice President, Enforcement, FINRA – Financial Industry Regulatory Authority
- **Ondra L. Berry** | Vice President of Diversity & Inclusion for Corporate Diversity & Community Engagement, MGM Resorts International
- **Emanuel Brady Jr.** | Vice President of IT & CIO, Space & Airborne Systems, Raytheon
- **Cary Burch** | SVP Global Innovation, Thomson Reuters
- **Michael Burken** | HR Director, Organizational Effectiveness, ConAgra Foods
- **Shawn Burklin** | Regional Vice President, San Diego, GEICO
- **Lisa Cagnolatti** | Vice President, Business Customer Division, Southern California Edison
- **Anthony P. Carter** | Vice President, Diversity & Inclusion, Johnson & Johnson
- **Jessica Choi** | Associate Vice President, Talent Acquisition & Diversity, Penn Mutual
- **Joan M. Clark** | Area Vice President, Human Resources, Parker Hannifin
- **Christopher Cool** | Sector Vice President, Affordability, Aerospace Systems, Northrop Grumman
- **Mark Czaja** | Group Vice President, Technology & Innovation, Parker Aerospace
- **Ralph de Chabert** | Senior Vice President, Chief Diversity Officer, Brown-Forman Corp.
- **Monica Davy** | Executive Director, Office Equity, Diversity & Inclusion, Internal Revenue Service
- **Arthur M. delaCruz** | Senior Director, Business & Advanced Systems Development, Aerospace Systems, Northrop Grumman Corporation
- **Michelle Di Tondo** | Senior Vice President, Human Resources, MGM Resorts International
- **Khoa D. Do** | Partner, Jones Day
- **Barry Draskovich** | Group Director, Program Management, Parker Aerospace
- **Sandra Escalante** | Director, Diversity & Inclusion, Raytheon Space & Airborne Systems (SAS)
- **Sandra Evers-Manly** | Corporate Vice President, Corporate Responsibility & President of Northrop Grumman Foundation, Northrop Grumman
- **Mary Farrugia** | Executive Director, The Creative Group, Robert Half International
- **Gerry Fernandez** | President, The Multicultural Foodservice & Hospitality Alliance (MFHA)
- **Frank Flores** | Vice President, Engineering, Unmanned Systems, Aerospace Systems, Northrop Grumman
- **Gene Fraser** | Vice President, Programs, Quality and Engineering, Northrop Grumman Corporation
- **Mary Ann Fresco** | Senior Executive Service, Office of Management & Budget, National Nuclear Security Administration
- **Scott Furgerson** | Vice President, Gas Operations, Southern California Gas Company and San Diego Gas & Electric
- **Michael E. Geary** | Managing Partner, Penn Mutual Life Insurance Company & President/CEO, Sterling Wealth Strategies
- **Paul Geery** | Vice President, C3 Solutions Business Group, Electronic & Information Solutions, Boeing Defense, Space & Security
- **Sonya Gong-Jent** | Vice President, Operations of Multicultural Business Development, State Farm
- **Andres E. Gonzalez** | Chief Diversity & Inclusion Officer, Baystate Health
- **Genevieve Haldeman** | Vice President of Global Communications, Plantronics
- **Ash Hanson** | Vice President, Diversity & Inclusion, Aramark
- **Lawrence (Larry) J. Harrington** | Vice President, Internal Audit, Raytheon Company
- **Bill He** | Vice President, Global Procurement Strategic Sourcing, Kimberly-Clark
- **Gail Herring** | Communications Coordinator, Diversity & Inclusion, Toyota Motor Sales, U.S.A., Inc.
- **David Hinson** | National Director, United States Minority Business Development Agency
- **Dennis Hirotsu** | Vice President, Corporate Research & Development Innovation Capability, Procter & Gamble
- **Emily Howard, Ph.D.** | Senior Technical Fellow, Human Factors Engineering, Boeing
Past Speakers (cont.)

- Dewey R. Houck, II | Vice President and General Manager, Electronic & Information Solutions, Boeing Aerospace & Security Systems
- Gilbert Ivey | Chief Administrative Officer, The Metropolitan Water District of Southern California (Ret.)
- Tisa Jackson | Vice President, Corporate Diversity & Inclusion, MUFG Union Bank, N.A.
- J. Michael (Mick) W. Jagger | Global Hawk UAS Director and Program Manager, Northrop Grumman Aerospace Systems
- Donna A. Johnson | Chief Diversity Officer, MasterCard Worldwide
- Jae Junkunc | Vice President, Head of Strategic Risk, MassMutual Financial Group
- Leonard L. Kaigler | Vice President–Agency, State Farm Insurance
- John Kalohn | Vice President, Testing & Continuing Education, FINRA – Financial Industry Regulatory Authority
- Daphne Kwok | Chair, President’s Advisory Commission on Asian Americans & Pacific Islanders
- Bert Lacher | Managing Partner & Sr. Director, Strategy & Enterprise Development, Verizon Business Solutions
- Gary LaMonte | Vice President, Human Resources & Security, Space & Airborne Systems, Raytheon
- Jamie Latiano | Vice President, Human Resources, In-Flight Entertainment & Connectivity, Thales Avionics
- Harry Q.H. Lee, II | Vice President, Corporate Contracts, Pricing & Supply Chain, Northrop Grumman (Ret.)
- Patrick Lee | Senior Vice President, Customer Service, Innovation & Business Strategy and Chief Environmental Compliance Officer, Southern California Gas Company
- Dr. Andrea Lewis | Chief Diversity & Inclusion Officer, BAE Systems, Inc.
- Wil Lewis | Diversity & Inclusion Executive, Bank of America/Merrill Lynch
- Jen E. Mahone | Corporate Vice President, Diversity & Inclusion, New York Life Insurance Company
- Robert Marchman | Executive Vice President, Legal Section, FINRA – Financial Industry Regulatory Authority
- Sean Mehranbod | Regional Vice President, Southwest General Manager, Sam’s Club
- Sylvester Mendoza, Jr. | Corporate Director for Strategic Alliances & Global Diversity, Northrop Grumman Corporation
- Patricia Miller | Vice President, Human Resources, Southern California Edison
- Diego Miralles | Global Head, Janssen Healthcare Innovation, Janssen Pharmaceutical Companies, Johnson & Johnson
- Kevin L. Mitchell | Vice President, Manufacturing & El Segundo Site Manager, Northrop Grumman Aerospace Systems
- Michael Moran | Vice President, Clinical, Facility & Guest Services, Baystate Health
- Angela Morris | Vice President, Manager of External Branding & Sponsorships, Bank of America
- Kevin Naya | Director, Development Program Excellence and Lean+/Capturing the Value of Quality, Boeing Engineering, Operations & Technology
- Peggy Nelson | Vice President, Engineering & Global Product Development, Northrop Grumman
- Iesha O’Deneal | Senior Vice President, Global Diversity & Inclusion Strategy, Consulting & Internal Initiatives Executive, Bank of America
- Ty Ondatje | Senior Vice President, Corporate Responsibility & Chief Diversity Officer, Iron Mountain
- Rosalyn Taylor O’Neal | Vice President & Chief Diversity Officer, Campbell Soup Company
- Sharon Orloff | Global Chief Diversity Officer & Senior Vice President of Corporate People, Wal-Mart
- Nimesh Patel | Executive Director, Diversity & Inclusion, U.S. Department of Homeland Security
- Audria Pendergrass Lee | Director, Diversity & WorkLife, FINRA – Financial Industry Regulatory Authority
- Neddy Perez | Vice President, Global Diversity & Inclusion, Ingersoll Rand
- Jim Phillips | CFO, Mobility Surveillance & Engagement at Defense, Space & Security, Boeing
- Sandra Quince | Global Program Manager for Employee Networks, Diversity & Inclusion Organization, Bank of America
- Michael B. Reding | Vice President, Sales Support & International Operations, Toyota Motor Sales, U.S.A., Inc.
- Jonathan Reichenthal, Ph.D. | Chief Information Officer, City of Palo Alto
- Catherine Rice | Vice President of Contracts, Pricing & Program Business Operations, Northrop Grumman, Aerospace Systems
- Kelly Schlegel | Director, Logistics Information Management Systems, The Boeing Company (Ret.)
- F. Michael Sena | Deputy Director, Office of Diversity Management & Equal Opportunity, Office of the Under Secretary of Defense (Personnel & Readiness), Department of Defense (DoD)
- MaryAnn Sena-Edele | Director of Guest Experience, MGM Grand Hotel
- Scott Shane | Managing Director, Talent Acquisition & Staffing for the Americas, MUFG Union Bank, N.A.
- Kenneth A. Shaw | Vice President, Supply Chain Management, Boeing
- Daniel M. Sibears | Executive Vice President, Regulatory Operations/Shared Services, FINRA - Financial Industry Regulatory Authority
- Albert A. Smith | Vice President of Customer Service, Lexus Division, Toyota Motor Sales U.S.A., Inc.
- Bruce J. Stewart | Deputy Director Strategic Initiatives, Training & Compliance, Office of Diversity & Inclusion, U.S. Office of Personnel Management (OPM)
- Larry Stullich | Director, Engineering, Communications Division, Northrop Grumman Information Systems
- Jimmy Thai | Vice President for Technology, SAIC
- Geri Thomas | SVP, Chief Diversity Officer and Georgia Market President, Bank of America
- Joyce E. Tucker | Vice President, Global Diversity & Employee Rights, Boeing
- Valmore Vaillette | Senior Director – Procurement, Aerospace Systems, Northrop Grumman Corporation
- Lorie Valle-Yanez | Vice President, Chief Diversity Officer, MassMutual Financial Group
- Veronica E. Villalobos | Director, Office of Diversity & Inclusion, U.S. Office of Personnel Management (OPM)
- Jeff Walker | Director of Advanced Meter Project, Southern California Gas Company
- Mark Welch | Senior Vice President & Global Chief Diversity & Inclusion Officer, Northern Trust
- Chelle Wingeeth | Director, Talent Solutions, Diversity & Inclusion, Southern California Edison
- Gillian Wright | Vice President, Customer Services, Southern California Gas Company

We are currently confirming esteemed speakers for 2016!
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