The Innovative Leader

University of California Leadership Certificate at Northrop Grumman, Rancho Bernardo in March 2015

*Eligible for Tuition Assistance & Deferment at most organizations

We all know innovation drives organizational success, yet how do we encourage innovative thinking for all individuals—and how do we make it stick? This series uniquely addresses both, as it focuses on how to innovate at the individual and organizational levels, as well as how to handle the resulting changes. Whether you’re an individual contributor or a manager, you will utilize different models and methods to effect change. These shifts, even minor ones, will improve your productivity and team dynamics. You will:

- **Leverage** practical innovation tools and tactics
- **Unlock** right-brain and left-brain capabilities
- **Shift** existing thinking and maximize new ideas
- **Influence** others to adopt your innovations
- **Transform** conflict into collaboration that boosts organizational productivity

Distinguished Executive Guest Speakers include:

- **Frank Flores** | Vice President, Engineering, Unmanned Systems, Northrop Grumman Aerospace Systems
- **Mick Jaggers** | Global Hawk UAS Director & Program Manager, Northrop Grumman Aerospace Systems
- **Janis G. Pamiljans** | Sector Vice President & General Manager, Unmanned Systems, Northrop Grumman Aerospace Systems
- **Stephen M. Sullivan** | Sector Vice President, Strategic Systems, Northrop Grumman Aerospace Systems

The Innovative Leader Certificate consists of 4 homework-free short courses that are only 1.5 days. Enroll today!

**Course 1:**
**Intrapreneurship:**
Innovation & Risk-Taking
- March 12, 5pm-8:30pm
- March 13, 9am-4pm

**Course 2:**
**Trailblaze:**
Tools & Tactics to Drive Innovation
- March 26, 5pm-8:30pm
- March 27, 9am-4pm

**Course 3:**
**Shift Happens:**
Navigate Change & Turbulence, Negotiate Effectively & Transform Conflict to Collaboration
- April 23, 5pm-8:30pm
- April 24, 9am-4pm

**Course 4:**
**In Deep Shift:**
Taking Change & Collaboration to the Next Level
- May 7, 5pm-8:30pm
- May 8, 9am-4pm

Enroll now. It’s easy.

1. Reserve your seat at [http://rady.kintera.org/SD-innovativeleader](http://rady.kintera.org/SD-innovativeleader)
2. OPTIONAL: Complete your Tuition Deferment form at [http://rady.ucsd.edu/docs/exec/SD-deferred-payment-policy.pdf](http://rady.ucsd.edu/docs/exec/SD-deferred-payment-policy.pdf)
3. Register with your organization’s Tuition Assistance program
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.

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

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

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

MINIMUM INVESTMENT, MAXIMUM RETURN
Geared towards professionals ranging from individual contributors to second-line managers looking for a condensed, homework-free opportunity for professional development.

ELIGIBLE FOR TUITION ASSISTANCE
This program is eligible for tuition assistance in most cases, so check with your organization as they may likely cover the program tuition.

The Innovative Leader Certificate Series consists of:

Certificate Requirements: 4 Short Courses, 1.5 days per course (1 evening & 1 day)

Units & Tuition: Each course offers 1.2 CEUs, for a total of 3.6 CEUs.
Tuition is $1,200 for each course. Registration remains open through course start date.

Eligible for Tuition Assistance & Deferment

Early Bird: Enroll by February 12, 2015 and your registration will include a seat at the Elevate Forum on June 5, 2015 in San Diego. The Elevate Forum allows you to engage over 50 Executives from major Fortune 500-level companies. Additional info to follow. After February 12, regular registration is still open.

Location: Northrop Grumman, Building 8, Coronado CR
16550 W Bernardo Drive, San Diego, CA 92127

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3. Register with your organization's Tuition Assistance program

For assistance, contact:
Nancy Peritz at nperitz@ucsd.edu or (858) 822-7414
*Eligible for Tuition Assistance & Deferment at most organizations
ELEVATE Your Career in Under 14 Hours!

Intrapreneurship: Innovation & Risk-Taking

SHORT COURSE DESCRIPTION

Intrapreneurship means driving innovation on a consistent basis, but within an organization—it’s internal entrepreneurship. This need not entail creating the next internet or printing press 2.0 (Of course it can lead there too). Intrapreneurship means making changes within your organization that have significant impacts, even on daily interactions and processes. Even small changes will lead to improved collaboration, productivity and synergy amongst teams and organizations. Add up enough small changes and a “sea change” engulfs any community. This course focuses on how to innovate immediately, practically and consistently. More so, it focuses on risk and how taking risks can lead to transformation. Risk need not be disruptive as individuals will learn how to innovate and take risks in ways that organizations can accept and adopt. Course topics include:

- Embracing Innovation
- Types of Innovation
- Risk-Taking Strategies

SHORT COURSE DATES:
March 12 from 5:00 PM – 8:30 PM
March 13 from 9:00 AM – 4:00 PM

COURSE NUMBER: LEAD321
INSTRUCTOR: Vu Pham, Ph.D.
TUITION: $1,200 Eligible for Tuition Assistance*
LOCATION: Northrop Grumman, Bldg 8, Coronado CR
16550 W Bernardo Drive, San Diego, CA 92127

REGISTER ONLINE:
http://rady.kintera.org/SD-innovativeleader

“Eye opener. I will recommend this class. It is refreshing. Sometimes as professionals, we think within the box for too long.” - Elevate Alumnus

Trailblaze: Tools & Tactics to Drive Innovation

SHORT COURSE DESCRIPTION

Although not sequential, this course synergizes with the Intrapreneurship course and provides a series of tools and tactics that will spur innovation at the individual and team levels. Think of it as a toolbox with many different tools that will unlock your innovation potential and provide practical, timely results that will shift your thinking. These models are simple to understand and execute, yet will provide rich results and significant changes to the way you and your colleagues think. Designed to deliver results, the models will lead to immediate impact.

Course topics include:

- Innovation Tools & Models
- Practical Application for These Tools & Models
- Bouncing Back from Failure

SHORT COURSE DATES:
March 26 from 5:00 PM – 8:30 PM
March 27 from 9:00 AM – 4:00 PM

COURSE NUMBER: LEAD324
INSTRUCTOR: Vu Pham, Ph.D.
TUITION: $1,200 Eligible for Tuition Assistance*
LOCATION: Northrop Grumman, Bldg 8, Coronado CR
16550 W Bernardo Drive, San Diego, CA 92127

REGISTER ONLINE:
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“The course added to the first session which helps me gain a better understanding of innovation overall.” - Elevate Alumnus

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Nancy Peritz at nperitz@ucsd.edu or (858) 822-7414

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ELEVATE  Your Career in Under 14 Hours!

Shift Happens:
Navigate Change & Turbulence, Negotiate Effectively & Transform Conflict to Collaboration

SHORT COURSE DESCRIPTION
“Change or die.” It’s not a cliché, but a truism that applies to professionals at all stages of their careers. Early-stage professionals need to get on-board and adapt to an organization’s culture, while later-stage professionals have to change with the currents of their organization. As people progress in their careers, adapting to change grows increasingly difficult. The need to change becomes more apparent as turbulent times take hold. The stress and psychology of change proves difficult, as does taking action to begin the journey to change. It takes shifting your worldview and realigning your thinking. This course focuses on change through navigating conflict and how to negotiate with tough colleagues in everyday situations. Course topics include:
• Tough Decision-Making: Act Decisively, Manage Crises & Put Out Fires
• Dealing with Change & Shifts
• Facing Challenges: Conflict to Collaboration

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“Group exercises in dynamic environments were very helpful. I want to practice the tools every day at work and home.” - Elevate Alumnus

SHIFT HAPPENS:
Navigate Change & Turbulence, Negotiate Effectively & Transform Conflict to Collaboration

SHORT COURSE DESCRIPTION
This course aligns with Shift Happens as it provides a practical toolkit for how to deal with even the most-rapid and turbulent changes that occur in any organization. In Deep Shift delves into the broader frameworks from Shift Happens with even more-agile and nuanced models. This course boosts your mental and emotional adaptability and resilience. Think of it as a practicum: You take your current challenges with managing change and apply these tools to deal directly with these changes. More so, you will learn how to “stack” and “sync” two or three tools at once to refine your customized tactics even further. Course topics include:
• Deploy Systematic Strategies for Action amidst the Chaos of Change that Balances Cold Logic with Human Behavior
• Integrate Multiple Models to Create Innovative Change Solutions
• Apply Key Change Lessons to Your Current Challenges

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http://rady.kintera.org/SD-innovativeleader

“Great class. Really enjoyed. Useful info for my career and the challenges on my program.” - Elevate Alumnus

In Deep Shift:
Taking Change & Collaboration to the Next Level

SHORT COURSE DATES:
April 23 from 5:00 PM – 8:30 PM
April 24 from 9:00 AM – 4:00 PM

COURSE NUMBER: LEAD304A
INSTRUCTOR: Christine Itano-Cosner
TUITION: $1,200 Eligible for Tuition Assistance*
LOCATION: Northrop Grumman, Bldg 8, Coronado CR
16550 W Bernardo Drive, San Diego, CA 92127

SHORT COURSE DATES:
May 7 from 5:00 PM – 8:30 PM
May 8 from 9:00 AM – 4:00 PM

COURSE NUMBER: LEAD304B
INSTRUCTORS: Kim Allain
TUITION: $1,200 Eligible for Tuition Assistance*
LOCATION: Northrop Grumman, Bldg 8, Coronado CR
16550 W Bernardo Drive, San Diego, CA 92127

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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 University of California–San Diego, California State University–Fullerton, University of California–Riverside and Spectrum Knowledge. Join us for this dynamic invitation-only, cross-industry event.

Past Speakers

- **Roy Azevedo** | Vice President, Advanced Concepts & Technology, Space & Airborne Systems, Raytheon Company
- **Ken Baruth** | Vice President Risk, Dealer Credit & IT Security, & Chief Risk Officer, Toyota Financial Services Corporation
- **Susan L. Beat** | Senior Vice President, Union Bank
- **Emanuel Brady** | Vice President of IT & CIO, Space & Airborne Systems, Raytheon
- **Michael Burkeen** | HR Director, Organizational Effectiveness, ConAgra Foods
- **Shawn Burklin** | Regional Vice President, San Diego, GEICO
- **Lisa Cagnolatti** | Vice President, Business Customer Division, Southern California Edison
- **Mark Czaja** | Group Vice President, Technology & Innovation, Parker Aerospace
- **Arthur M. delaCruz** | Senior Director, Business & Advanced Systems Development, Aerospace Systems, Northrop Grumman Corporation
- **Scott Furgerson** | Vice President, Gas Operations, Southern California Gas Company (SoCalGas) and San Diego Gas & Electric (SDG&E)
- **Paul Geery** | Vice President, C3 Solutions Business Group, Electronic & Information Solutions, Boeing Defense, Space & Security
- **Larry Harrington** | Vice President, Internal Audit, Raytheon
- **Emily Howard** | Senior Technical Fellow, Human Factors Engineering, Boeing
- **Leonard L. Kaigler** | Vice President–Agency, State Farm Insurance
- **Gary LaMonte** | Vice President, Human Resources & Security, Space & Airborne Systems, Raytheon
- **Audria Pendergrass Lee** | Director Diversity & WorkLife, FINRA - Financial Industry Regulatory Authority
- **Harry Q. H. Lee, II** | Vice President, Corporate Contracts, Pricing & Supply Chain, Northrop Grumman Corporation
- **Patrick Lee** | Senior Vice President, Customer Service, Innovation & Business Strategy, Southern California Gas Company
- **Diego Miralles** | Global Head of Janssen Healthcare Innovation, Janssen Pharmaceutical Companies, Johnson & Johnson
- **Kevin Mitchell** | Vice President, Manufacturing & El Segundo Site Manager, Northrop Grumman Aerospace Systems
- **Michael Moran** | Vice President, Clinical, Facility & Guest Services, Baystate Health
- **Kevin Naya** | Director, Development Program Excellence and Lean+/Capturing the Value of Quality, Boeing Engineering, Operations & Technology
- **Catherine Rice** | Vice President of Contracts, Pricing & Program Business Operations, Northrop Grumman, Aerospace Systems
- **Scott Shane** | Senior Vice President Talent Acquisition and Diversity & Inclusion, Union Bank
- **MaryAnn Sena-Edelen** | Director of Guest Experience, MGM Grand Hotel
- **Daniel M. Sibears** | 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.
- **Valmore Valiquette** | Senior Director – Procurement, Aerospace Systems, Northrop Grumman Corporation
- **Veronica Villalobos** | Director, Office of Diversity & Inclusion, Office of Personnel Management (OPM)
- **Jeff Walker** | Director of Advanced Meter Project, Southern California Gas Company
- **Gillian Wright** | Vice President, Customer Services, Southern California Gas Company

We're currently in the process of confirming esteemed speakers for 2015!

For more information, contact: Roxanne Johnson, rjohnson@spectrumknowledge.com or (562) 204-6676