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:

**Arthur M. delaCruz** | Director, Non-Traditional Effects Mission Campaign, Business & Advanced Systems Development, Northrop Grumman Aerospace Systems

**David L. Zabalaoui** | Director, Operations & Integration, Business & Advanced Systems Development, Northrop Grumman Aerospace Systems

We are currently confirming additional esteemed speakers for 2015!

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

Course 1: The Strategic View

The Science & Methods of Strategic Thinking for Individuals

- Sept 24, 5pm-8:30pm
- Sept 25, 8am-3pm

Course 2: Thrive

Effective Decision-Making Strategies for the Information-Inundated Professional

- Oct 22, 5pm-8:30pm
- Oct 23 8am-3pm

Course 3: Success Under Stress

Focusing on Energy & Productivity

- Nov 5, 5pm-8:30pm
- Nov 6, 8am-3pm

Course 4: Navigate

Understand Organizational Dynamics, Build Leverage & Exercise Ethics

- Nov 19, 5pm-8:30pm
- Nov 20, 8am-3pm

Register Online: [http://rady.kintera.org/PD-strategicleader](http://rady.kintera.org/PD-strategicleader)

For more information, visit: [http://rady.ucsd.edu/exec/elevate/](http://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 consists of:

<table>
<thead>
<tr>
<th>Certificate Requirements:</th>
<th>4 Short Courses, 1.5 days per course (1 evening and 1 day).</th>
</tr>
</thead>
<tbody>
<tr>
<td>Units &amp; Tuition:</td>
<td>Each course offers 0.9 CEUs, for a total of 3.6 CEUs.</td>
</tr>
<tr>
<td></td>
<td>Tuition is $1,200 for each course. Eligible for Tuition Assistance &amp; Deferment.</td>
</tr>
<tr>
<td>Early Bird:</td>
<td>Enroll by August 28, 2015 and your registration will include a seat at the Elevate Forum in June 2016 in San Diego. The Elevate Forum allows you to engage over 50 Executives from major Fortune 500-level companies. Additional info to follow. After August 28, regular registration is still open.</td>
</tr>
<tr>
<td>Location:</td>
<td>Northrop Grumman, 3520 E Avenue M, Palmdale, CA 93550 in Bldg 405, Room 160</td>
</tr>
</tbody>
</table>

2. Register with your organization's Tuition Assistance program

Register Online: [http://rady.kintera.org/PD-strategicleader](http://rady.kintera.org/PD-strategicleader)
For more information, visit: [http://rady.ucsd.edu/exec/elevate/](http://rady.ucsd.edu/exec/elevate/)

For assistance, contact: Nancy Peritz at nperitz@ucsd.edu or (858) 822-7414
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:
- Sept 24 from 5:00pm-8:30pm
- Sept 25 from 8:00am-3:00pm

Course Number: LEAD403 (0.9 CEUs)
Instructor: Karen Kramer Horning, Ph.D.
Tuition: $1,200 Eligible for Tuition Assistance
Location: Northrop Grumman - Bldg 405, Room 160
3520 E Avenue M, Palmdale, CA 93550

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:
- Oct 22 from 5:00pm-8:30pm
- Oct 23 from 8:00am-3:00pm

Course Number: LEAD405 (0.9 CEUs)
Instructor: Delphene Black
Tuition: $1,200 Eligible for Tuition Assistance
Location: Northrop Grumman - Bldg 405, Room 160
3520 E Avenue M, Palmdale, CA 93550

Register Online: [http://rady.kintera.org/PD-strategicleader](http://rady.kintera.org/PD-strategicleader)
For more information, visit: [http://rady.ucsd.edu/exec/elevate/](http://rady.ucsd.edu/exec/elevate/)

For assistance, contact: Nancy Peritz at nperitz@ucsd.edu or (858) 822-7414
Success Under Stress:  
Focusing on Energy & Productivity

Description of Short Course
The Success Under Stress course elevates your ability to achieve your goals and transform your life, despite stressful context. Through proven models and interactive exercises, you will learn specific techniques you can use immediately to minimize your stress and increase your productivity. You will identify how to re-engineer your work style to get you on the path from ‘burnout to balance.' Course topics include:

- Identify the Stress/ors in Your Life
- Focus on Time and Energy Management
- Develop Proactive Communication Strategies
- Leverage Your Strengths to Reduce Stress
- Move from Burnout to Balance

Course Dates:
- Nov 5 from 5:00pm-8:30pm
- Nov 6 from 8:00am-3:00pm

Course Number: LEAD402 (0.9 CEUs)
Instructor: Johanna H. Hollowich
Tuition: $1,200 Eligible for Tuition Assistance
Location: Northrop Grumman - Bldg 405, Room 160
3520 E Avenue M, Palmdale, CA 93550

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:
- Nov 19 from 5:00pm-8:30pm
- Nov 20 from 8:00am-3:00pm

Course Number: LEAD404 (0.9 CEUs)
Instructor: BeNeca Griffin
Tuition: $1,200 Eligible for Tuition Assistance
Location: Northrop Grumman - Bldg 405, Room 160
3520 E Avenue M, Palmdale, CA 93550

Register Online: http://rady.kintera.org/PD-strategicleader
For more information, visit: http://rady.ucsd.edu/exec/elevate/

For assistance, contact: Nancy Peritz at nperitz@ucsd.edu or (858) 822-7414
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

- **Dave Barthmuss** | Group Manager, Communications (West), General Motors Company
- **Susan L. Beat** | Senior Vice President, Union Bank
- **Shaun Beaudette** | Director, Business Management, Information Technology, Raytheon Space & Airborne Systems
- **Emanuel Brady** | Vice President of IT & CIO, Space & Airborne Systems, Raytheon
- **Michael Burkeen** | HR Director, Organizational Effectiveness, ConAgro Foods
- **Daniel (Dan) Carroll** | Senior Manager, Boeing Development Program Excellence, The Boeing Company
- **Jessica Choi** | Assistant Vice President, Talent Acquisition & Diversity, Penn Mutual
- **Arthur M delaCruz** | Senior Director - Business and Advanced Systems Development, Aerospace Systems, Northrop Grumman Corporation
- **Barry Draskovich** | Vice President, Program Management, Parker Aerospace
- **Scott Furgaskovich** | Vice President, Gas Operations, Southern California Gas Company (SoCalGas) and San Diego Gas & Electric (SDG&E)
- **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
- **Andres E. Gonzalez** | Chief Diversity & Inclusion Officer, Baystate Health
- **Larry Harrington** | Vice President, Internal Audit, Raytheon
- **Gail Herring** | Communications Coordinator, Diversity & Inclusion, Toyota Motor Sales, U.S.A.
- **Dennis Hirotsu** | Vice President, Corporate R&D Innovation Capability, Procter & Gamble
- **Emily Howard, Ph.D.** | Senior Technical Fellow, Human Factors Engineering, Boeing
- **Florentino (Tino) Idosor** | Design & Manufacturing Engineering (DME) Functional Leader & Sr. Manager, Boeing Space & Intelligence Systems
- **Tisa Jackson** | Vice President, Corporate Diversity & Inclusion, MUFG Union Bank, N.A.
- **J. Michael (Mick) W. Jagers** | Vice President and Program Manager, Global Hawk UAS, Northrop Grumman Aerospace Systems
- **Gary LaMonte** | Vice President, Human Resources & Security, Space & Airborne Systems, Raytheon
- **Harry Q.H. Lee, II** | Vice President, Corporate Contracts, Pricing & Supply Chain, Northrop Grumman
- **Wil Lewis** | Diversity & Inclusion Executive, Bank of America/Merrill Lynch
- **Patricia Miller** | Vice President, Human Resources, Southern California Edison
- **Kevin L. Mitchell** | Vice President, Manufacturing & El Segundo Site Manager, Northrop Grumman Aerospace Systems
- **Kevin Naya** | Director, Development Program Excellence and Lean+/Capturing the Value of Quality, Boeing Engineering, Operations & Technology
- **Ty Ondatje** | Senior Vice President, Corporate Responsibility & Chief Diversity Officer, Iron Mountain
- **Audria Pendergrass Lee** | Director, Diversity & WorkLife, FINRA – Financial Industry Regulatory Authority
- **Michael B. Reding** | Vice President, Sales Support & International Operations, Toyota Motor Sales, U.S.A.
- **Kelly Schlegel** | Director, Logistics Information Management Systems, Boeing
- **MaryAnn Sena-Edelean** | Director of Guest Experience, MGM Grand Hotel
- **Scott Shane** | Managing Director, Talent Acquisition & Staffing for the Americas, MUFG Union Bank, N.A.
- **Bruce Stewart** | Deputy Director Strategic Initiatives, Training, & Compliance, Office of Diversity and Inclusion (ODI), Office of Personnel Management (OPM)
- **Larry Stullich** | Director, Engineering, Communications Division, Northrop Grumman Information Systems
- **Valmore Valiquette** | Senior Director – Procurement, Aerospace Systems, Northrop Grumman Corporation
- **Veronica E. Villalobos** | Director, Office of Diversity & Inclusion, U.S. Office of Personnel Management (OPM)
- **Nadine Vogel** | CEO, Founder & President, Springboard Consulting
- **Jeff Walker** | Director of Advanced Meter Project, Southern California Gas Company

We are currently confirming esteemed speakers for 2016!

For more information, contact: Julie Solis at jsolis@spectrumknowledge.com