

The Adaptive Leader

Presented by **ELEVATE**



The Rady School of Management, UC San Diego
Elevate Leadership Certificate Program

Northrop Grumman, Palmdale
October 2016

Eligible for Tuition Assistance at Most Organizations

We all know agility and competitive edge drive organizational success, yet how do we encourage an adaptive mindset for our team members? The Adaptive Leader uniquely addresses mental and behavioral agility to drive individual and organizational success. 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 tools to increase adaptability & cutting-edge thinking
- **Unlock** right-brain and left-brain capabilities
- **Shift** existing thinking and maximize new ideas
- **Influence** others to adopt your agile and innovative processes
- **Transform** conflict into collaboration that boosts organizational productivity

Distinguished Executive Guest Speakers:

We are currently confirming esteemed speakers for 2016!

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

Course 1	Course 2	Course 3	Course 4
Mental Agility  Think Innovatively & Take Smart Risks	Trailblaze  Tools & Tactics to Stay Adaptable	Shift Happens  Navigate, Negotiate & Transform	In Deep Shift  Taking Change & Collaboration to the Next Level
Oct 6, 4:00pm-7:30pm Oct 7, 8:00am-3:00pm LEAD321 (0.9 CEUs)	Oct 20, 4:00pm-7:30pm Oct 21, 8:00am-3:00pm LEAD324 (0.9 CEUs)	Nov 17, 4:00pm-7:30pm Nov 18, 8:00am-3:00pm LEAD304a (0.9 CEUs)	Dec 1, 4:00pm-7:30pm Dec 2, 8:00am-3:00pm LEAD304b (0.9 CEUs)

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



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

ELEVATE

A partnership of:

Rady | UC San Diego
School of Management

SPECTRUM
KNOWLEDGE

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 Adaptive Leader Certificate Series

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

Units & Tuition: Each course offers 0.9 CEUs, for a total of 3.6 CEUs.
Tuition is \$1,200 for each course. **Eligible for reimbursement at most organizations.**
Registration remains open through course start date.

Early Bird: Enroll by September 2, 2016 and your registration will include a seat at the Elevate Forum on June 1 & 2, 2017 in San Diego. The Elevate Forum allows you to engage executives from major *Fortune 500*-level companies. Additional info to follow. After September 2, regular registration is still open.

Location: Northrop Grumman, Palmdale, Building 485T, Training Room 1
3520 East Avenue M, Palmdale, CA 93550

Enroll now. It's easy.

1. Reserve your seat at rady.kintera.org/PD-adaptiveleader.
2. Register with your organization's Tuition Assistance program: EdAssist. Please refer to your EdAssist policies at Northrop Grumman.
3. REQUIRED: Complete the "Terms & Conditions Agreement" at rady.ucsd.edu/docs/exec/Terms-Conditions-Agreement.pdf and email to elevate1@rady.ucsd.edu.

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



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



A partnership of:





Mental Agility: Think Innovatively & Take Smart Risks

Description of Short Course

Mental Agility means thinking in adaptable, fresh and innovative ways to stay on the competitive edge. Even small changes will lead to improved collaboration, productivity and synergy amongst teams and organizations—multiple small changes can lead to a “sea change” of transformation. This course focuses on how to stay mentally flexible, generate fresh ideas, as well as innovate immediately, practically and consistently. Moreover, it focuses on risk and how taking risks can lead to transformation. Risk need not prove disruptive, as individuals will learn how to adapt and take risks in ways that organizations can accept and embrace. Course topics include:

- Embrace Mental Agility
- Types of Adaptable and Innovative Thinking
- Risk-Taking Strategies

Course Dates:

October 6, 4:00pm-7:30pm

October 7, 8:00am-3:00pm

Course Number: LEAD321 (0.9 CEUs)

Instructor: Karen Kramer Horning, Ph.D.

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

Location: NGC Palmdale, Building 485T, Training Rm I
3520 East Avenue M, Palmdale, CA 93550



Trailblaze: Tools & Tactics to Stay Adaptable

Description of Short Course

Although not sequential, this course synergizes with the *Mental Agility* course and provides a series of tools and tactics that will spur adaptable thinking at the individual and team levels. *Trailblaze* features a toolkit with many different tactics 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:

- Adaptability Tools & Models
- Practical Application of these Tools and Models
- Bouncing Back from Failure

Course Dates:

October 20 4:00pm-7:30pm

October 21, 8:00am-3:00pm

Course Number: LEAD324 (0.9 CEUs)

Instructor: Kathleen Buse, Ph.D.

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

Location: NGC Palmdale, Building 485T, Training Rm I
3520 East Avenue M, Palmdale, CA 93550

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



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



A partnership of:





Shift Happens: Navigate, Negotiate & Transform

Description of Short Course

“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 adapt to an organization’s culture, while later-stage professionals have to change with the shifting currents. The need to change becomes more apparent as turbulent times take hold. It takes shifting your worldview and realigning your thinking. This course focuses on navigating conflict and how to negotiate with tough colleagues in everyday situations. Course topics include:

- Tough Decision Making
- Dealing with Change and Shifts
- Challenges: Conflict to Collaboration

Course Dates:

November 17, 4:00pm-7:30pm
November 18, 8:00am-3:00pm

Course Number: LEAD304a (0.9 CEUs)

Instructor: Brian Delf

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

Location: NGC Palmdale, Building 485T, Training Rm I
3520 East Avenue M, Palmdale, CA 93550



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

Description of Short Course

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

Course Dates:

December 1, 4:00pm-7:30pm
December 2, 8:00am-3:00pm

Course Number: LEAD304b (0.9 CEUs)

Instructor: Maureen Orey, Ed.D.

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

Location: NGC Palmdale, Building 485T, Training Rm I
3520 East Avenue M, Palmdale, CA 93550

Register Online: rady.kintera.org/PD-adaptiveleader

For more information, visit: rady.ucsd.edu/exec/elevate/



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



A partnership of:





ELEVATE FORUM

June 1 & 2, 2017 in San Diego, CA

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 and Inclusion for Corporate Diversity and 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 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
- **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
- **James Colon** | Vice President, African American Business Strategy, North America, Toyota Motor Sales, U.S.A., Inc.
- **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 DiTondo** | Senior Vice President, Human Resources, MGM Resorts International
- **Khoa D. Do** | Partner, Jones Day
- **Barry Draskovich** | Group Director, Program Management, Parker Aerospace
- **Susana Escalante** | Director, Diversity & Inclusion, Raytheon Space & Airborne Systems (SAS)
- **Sandra Evers-Manly** | Corporate Vice President, Corporate Responsibility & President of Northrop Grumman Foundation, Northrop Grumman
- **Donna 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 and Budget, National Nuclear Security Administration (NNSA)
- **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

Past Speakers (cont.)

- **Emily Howard, Ph.D.** | Senior Technical Fellow, Human Factors Engineering, Boeing
- **Dewey R. Houck, II** | Vice President and General Manager, Electronic & Information Solutions, Boeing Network & Space 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. Jagers** | Global Hawk UAS Director and Program Manager, Northrop Grumman Aerospace Systems
- **Donna A. Johnson** | Chief Diversity Officer, MasterCard Worldwide
- **Jaе 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’Neale** | Vice President & Chief Diversity Officer, Campbell Soup Company
- **Sharon Orlopp** | 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 Reichental, Ph.D.** | Chief Information Officer, City of Palo Alto
- **Catherine Rice** | Vice President of Contracts, Pricing and Program Business Operations, Northrop Grumman, Aerospace Systems Sector
- **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-Edelen** | 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, The Boeing Company
- **Valmore Valiquette** | 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 Wingeleth** | 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 2017!

For more information, contact: info.411@spectrumknowledge.com