



## Strategic View

The Science & Methods of Strategic Thinking for Individuals



## Thrive

Effective Decision-Making Strategies for the Information-Inundated Professional



## Navigate

Understand Organizational Dynamics, Build Leverage & Exercise Ethics

# Strategic LEADER

presented by **ELEVATE**

A leadership certificate series presented by UC San Diego's Rady School of Management

**Launching this October at NGC Baltimore**

## Enroll Now!

**Open to Everyone**

Eligible for tuition assistance and deferment at most organizations.

visit [rady.kintera.org/BLT-strategicleader](http://rady.kintera.org/BLT-strategicleader)

In Partnership with Northrop Grumman Corporation

**ELEVATE** A partnership of

**Rady** Center for Executive Development  
School of Management UC San Diego

SPECTRUM KNOWLEDGE

UNIVERSITY OF CALIFORNIA

## Course 1 **STRATEGIC VIEW**

October 20, 8:00am-5:00pm  
October 21, 8:00am-3:00pm

### **The Science & Methods of Strategic Thinking for Individuals**

Elevate your ability to think and act strategically. Learn 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 3 **NAVIGATE**

December 1, 8:00am-5:00pm  
December 2, 8:00am-3:00pm

### **Understand Organizational Dynamics, Build Leverage & Exercise Ethics**

Master organizational dynamics and create a desirable workplace. *Navigate* teaches the "invisible" and "intangible" world of workplace politics and how to build leverage and allies. Learn how to identify key political "rules" and tools for building social capital within an organization, while avoiding the pitfalls of dirty politics. Course topics include:

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



## Course 2 **THRIVE**

November 3, 8:00am-5:00pm  
November 4, 8:00am-3:00pm

### **Effective Decision-Making Strategies for the Information-Inundated Professional**

*Thrive* elevates your ability to grow while multiplying your strategic toolkit. Create multiple decision-making strategic models that prove simple, yet effective. 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

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# What makes our courses

# UNIQUE

## University of California Certificate

UC San Diego, an accredited university, will award you a certificate upon completion of the full series.

## Trademarked Trailblaze Tools

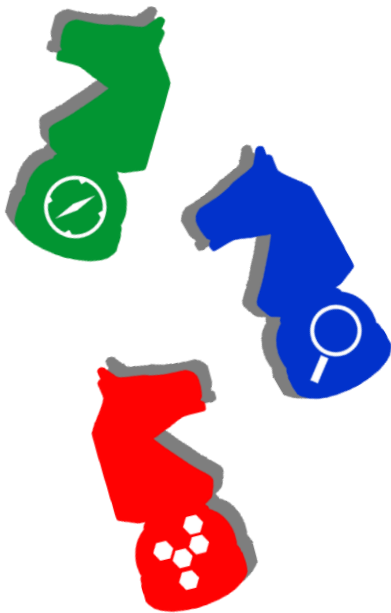
Elevate's signature tools leverage fresh innovative insights into a visual, design-driven format—this aligns with how people learn.

## Interactive Learning

Elevate features learning that appeals to multiple senses and dynamically engages participants.

## Collective Intelligence & Wisdom

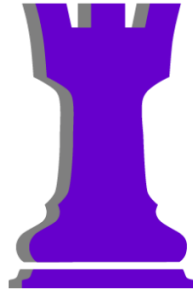
Elevate leverages the collective intelligence and wisdom from a team of faculty to optimize the curriculum—and your learning experience!



## How It Works

- **3 Short Courses:** Homework free – 2 days per course
- **Units & Tuition Assistance:** Each course offers 1.2 accredited-university CEUs, for a total of 3.6 program CEUs. Tuition is \$1,600 for each course.  
[Eligible for Tuition Assistance & Deferment.](#) Registration remains open through course start date.
- **Earn:** You will receive a grade, units and transcript from UC San Diego, an accredited university. Complete all courses in the series and earn an accredited-university certificate from The Rady School of Management, UC San Diego. May meet certification requirements for CEUs with PMI or other professional organizations. Check for eligibility.

# Thank You To Our Partners:



## Northrop Grumman Corporation

- The Boeing Company
- Metropolitan Water District of Southern California
- MGM Resorts International
- PepsiCo
- The Raytheon Company
- Sony Corporation
- Southern California Edison
- Southern California Gas Company

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## Distinguished Executive Guest Speakers:

**Gene Fraser** | Vice President, Programs, Quality and Engineering, Northrop Grumman  
**Steve Goldfein** | Vice President, Strategic Planning, Northrop Grumman  
**Tom Jones** | Vice President & General Manager, Airborne C4ISR Division, Northrop Grumman  
**Doug Lawton** | Vice President, Program Management, Northrop Grumman

We are currently confirming additional esteemed speakers for 2017!

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## Open to Everyone

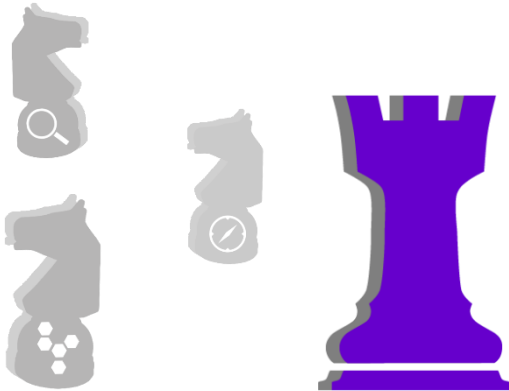
Register Online: [rady.kintera.org/BLT-strategicleader](http://rady.kintera.org/BLT-strategicleader)

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

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

# The Strategic Leader

ENROLL NOW!  
IT'S EASY!



## Strategic View

Oct 20, 8:00am-5:00pm | Oct 21, 8:00am-3:00pm  
Northrop Grumman, MS1251, BWI Central Building  
7323 Aviation Blvd., Baltimore, MD 21240

**Instructor:** Joan M. Clark

**Course Number:** LEAD403 (1.2 CEUs)



## Thrive

Nov 3, 8:00am-5:00pm | Nov 4, 8:00am-3:00pm  
Northrop Grumman, MS1251, BWI Central Building  
7323 Aviation Blvd., Baltimore, MD 21240

**Instructor:** Maureen Orey, Ed.D., CPLP

**Course Number:** LEAD405 (1.2 CEUs)



## Navigate

Dec 1, 8:00am-5:00pm | Dec 2, 8:00am-3:00pm  
Northrop Grumman, MS1251, BWI Central Building  
7323 Aviation Blvd., Baltimore, MD 21240

**Instructor:** Stephanie Piimauna

**Course Number:** LEAD404 (1.2 CEUs)

## Early Bird Registration

Enroll by September 20, 2017, and your registration will include a seat at the invitation-only Elevate Forum: Broadcast Edition. This session is hosted in-person and streamed live. Engage executives from major *Fortune 500*-level companies in an intimate, integrated setting. Additional info to follow. After September 20, regular registration is still open.

**When:** December 2017

Registration open to everyone.

### HERE'S HOW:

**Reserve** your seat at [rady.kintera.org/BLT-strategicleader](http://rady.kintera.org/BLT-strategicleader)

**Register** with your organization's Tuition Assistance program.

**(Optional) Complete** the Tuition Deferment form at [rady.ucsd.edu/docs/exec/Terms-Conditions-Agreement.pdf](http://rady.ucsd.edu/docs/exec/Terms-Conditions-Agreement.pdf)

**For assistance, contact:** Nancy Peritz  
[nperitz@ucsd.edu](mailto:nperitz@ucsd.edu) | (858) 822-7414

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

The Elevate Forum: Broadcast Edition showcases senior executives from major *Fortune 500*-level organizations who will deliver 3-minute leadership lightning talks—this provides condensed and practical advice. Join us for this dynamic invitation-only, cross-industry event.

# past speakers

ELEVATE FORUM  
December 2017

**Note:** Speakers' titles reflect role at the time of speaking. This is a representative list of 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  
**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, MUFJ 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  
**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'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, MUFJ 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 Wingelet** | Director, Talent Solutions, Diversity & Inclusion, Southern California Edison  
**Gillian Wright** | Vice President, Customer Services, Southern California Gas Company

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