

The Strategic Leader

Presented by **ELEVATE**



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

Northrop Grumman, McLean
September 2016

Eligible for Tuition Assistance at Most Organizations

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:

Eric Carr | Director, Innovation and Customer Engagement, Central Intelligence Agency

Gene Fraser | Vice President, Programs, Quality and Engineering, Northrop Grumman

Audria Pendergrass Lee | Director of Diversity and Worklife, FINRA

We are currently confirming additional esteemed speakers for 2016!

Each homework-free course is only 2 days. Enroll today!

Course 1

Navigate




Understand Organizational Dynamics, Build Leverage & Exercise Ethics

Sept 23, 8am-5pm
Sept 24, 8am-3pm

LEAD404 (1.2 CEUs)

Course 2

The Strategic View



The Science & Methods of Strategic Thinking for Individuals

Oct 7, 8am-5pm
Oct 8, 8am-3pm

LEAD403 (1.2 CEUs)

Course 3

Thrive



Effective Decision-Making Strategies for the Information-Inundated Professional

Nov 4, 8am-5pm
Nov 5, 8am-3pm

LEAD405 (1.2 CEUs)

Register online: rady.kintera.org/McLean-strategicleader

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:



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: 3 Short Courses, 2 days per course (6 days total).
Complete all 3 courses to earn the Strategic Leader Certificate.

Units & Tuition: Each course offers 1.2 CEUs, for a total of 3.6 CEUs.
Tuition is \$1,600 for each course. **Eligible for reimbursement through most companies.**
Registration remains open through course start date.

Early Bird: Enroll by August 23, 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 August 23, regular registration is still open.

Location: Northrop Grumman, McLean, Center for Innovative Solutions, Conf Rm 1400W, 1st floor,
7575 Colshire Dr., McLean, VA 22102
Sept 23rd and 24th - 2nd Floor, Room 2102W
Oct 7th and 8th - 2nd Floor, Room 2213W
Nov 4th - 1st Floor, Room 1400W
Nov 5th - 2nd Floor, Room 2213W

Enroll now. It's easy.

1. Reserve your seat at rady.kintera.org/McLean-strategicleader.
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/McLean-strategicleader

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



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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:

September 23, 8am-5pm
September 24, 8am-3pm

Course Number: LEAD404 (1.2 CEUs)

Instructor: Vu H. Pham, Ph.D.

Tuition: \$1,600 **Eligible for Tuition Assistance**

Location: NGC, Ctr for Innovative Solutions, 2nd Floor,
Room 2102W, 7575 Colshire Dr., McLean, VA
22102



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:

October 7, 8am-5pm
October 8, 8am-3pm

Course Number: LEAD403 (1.2 CEUs)

Instructor: Bruce J. Stewart

Tuition: \$1,600 **Eligible for Tuition Assistance**

Location: NGC, Ctr for Innovative Solutions, 2nd Floor,
Room 2213W, 7575 Colshire Dr., McLean, VA
22102

Register online: rady.kintera.org/McLean-strategicleader

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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:

November 4, 8am-5pm

November 5, 8am-3pm

Course Number: LEAD405 (1.2 CEUs)

Instructor: Maureen Orey, Ed.D.

Tuition: \$1,600 **Eligible for Tuition Assistance**

Location: NGC, Ctr for Innovative Solutions, 7575 Colshire Dr., McLean, VA 22102

Nov 4th - Room 1400W, 1st Floor

Nov 5th - Room 2213W, 2nd Floor

Core Faculty



Vu H. Pham, Ph.D.

As the Chair of Elevate, Vu H. Pham, Ph.D. works with dozens of organizations from the Fortune 500 to government and non-profit agencies. Elevate is a partnership with the Center for Executive Development at the University of California, San Diego's Rady School of Management, as well as Cal State Fullerton and UC Riverside's Career Centers. The Elevate Program boosts organizational performance and strategic effectiveness through interactive training and data-driven research.



Bruce J. Stewart

Bruce J. Stewart currently serves as the Deputy Director Training, Compliance, and Strategic Initiatives in the Office of Diversity and Inclusion, Office of Personnel Management (OPM) and is responsible for the coordinated implementation of the President's Executive Order on Diversity and Inclusion. Bruce retired as a Lt Colonel from the United States Air Force in October 2007, after 23 years of service. He has lectured on diversity at several educational institutions including MIT, University of Kansas, the Naval NCO Academy, and Harvard. Bruce has been an Adjunct Professor for the past 17 years and recently completed a book on diversity leadership titled, "Cultural Leadership: The New Chemistry of Leading Differently." And, he has a second book scheduled to be published in 2016 titled, "Diversitopia: Making Differences Work in a 2050 World."



Maureen Orey, Ed.D.

Maureen is an award winning international facilitator, speaker and best-selling author with over twenty-five years of experience in the fields of management, leadership, training, career development and diversity. As President of the Workplace Learning and Performance Group, she is dedicated to working with inspired individuals and organizations to help them improve their performance so they can achieve their desired results. A frequent presenter at large international conferences, Maureen holds a Doctorate in Organizational Leadership and is a 10-year pilot pioneer as a Certified Professional in Learning & Performance (CPLP).

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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 & 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 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 & 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 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
- **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 & 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-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, Boeing
- **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