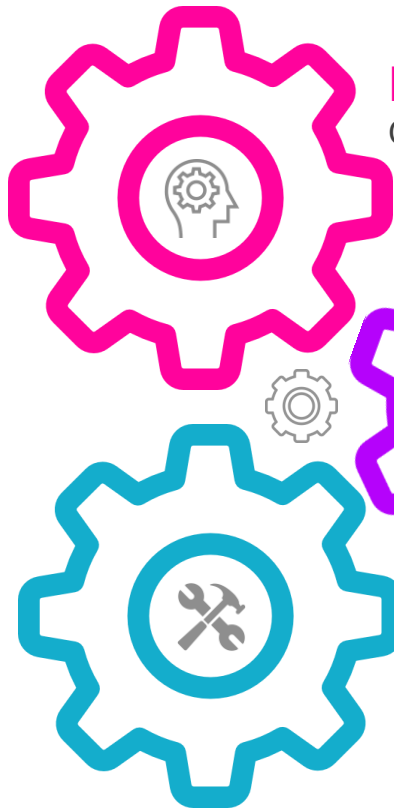


# The Optimized LEADER

presented by **ELEVATE**

## Launching this March at Northrop Grumman, Rancho Bernardo

A leadership certificate by UC San Diego's Rady School of Management that features the following three, homework-free short courses:



### Knowledge Navigation

Optimize Learning in a World Inundated with Knowledge

### Microconditioning

Optimize Small Advantages toward Big Results

### Forge

Optimize Ironclad Relationships for Effective Collaboration & Influence

In addition to our world-class UCSD Elevate faculty as instructors, we have confirmed these esteemed corporate executive Guest Speakers!

**Jeff Frazier** | Director of Contracts, Communication Business Unit, Northrop Grumman

**Michael Johnson** | NG Fellow, Communication Business Unit, Airborne C4ISR Systems Division, Northrop Grumman

**Bruce Lage** | Director of Operations, Communication Business Unit, Northrop Grumman

**Colin Phan** | Operating Unit Director, Avionics & Tactical Networks, Northrop Grumman

**Lauren Stevens** | Vice President, Global Hawk Program Manager, Northrop Grumman

## Enroll Now!

Open to Everyone

Eligible for tuition assistance and deferment at most organizations.

visit [rady.kintera.org/SD-optimizedleader](http://rady.kintera.org/SD-optimizedleader)

In Partnership with Northrop Grumman Corporation

**ELEVATE** partnership of

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

SPECTRUM KNOWLEDGE

UNIVERSITY OF CALIFORNIA

## Course 1 KNOWLEDGE NAVIGATION

March 8, 4:00pm—8:50pm  
March 9, 8:00am—6:00pm

### Optimize Learning in a World Inundated with Knowledge

With a deluge of information, we can easily drown in data and get lost in a maze of maddening minutiae. *Knowledge Navigation* serves as your learning life preserver and GPS. It gives you tools and methods to leverage learning when there is information overload. Equip yourself with strategic models to maximize your ability to learn quickly and increase your processing speed.

- Assess & Develop Your Learning Attitudes and Approaches
- Develop Targeted Learning Techniques
- Enhance Your Adaptations to Information Overload

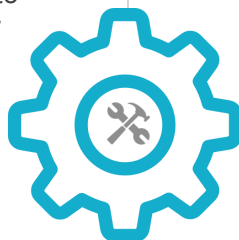
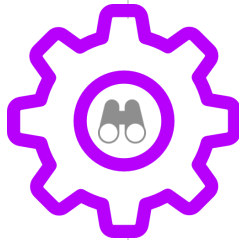
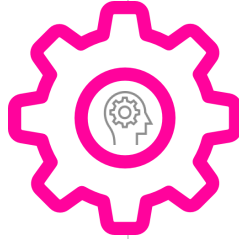
## Course 3 FORGE

May 3, 4:00pm—8:50pm  
May 4, 8:00am—6:00pm

### Optimize Ironclad Relationships for Effective Collaboration & Influence

Relationships are the backbone of influence. What better way to fortify your relationships than through interest and inquisitiveness about others? *Forge* helps to pique your curiosity and creativity to get the most out of the impact of your influence. Leverage EQ-based strategies to build stronger relationships, develop your relationships, and cultivate influence through genuine interactions.

- Elevate Your Influence Through Cognitive and Collaborative Curiosity
- Integrate Influence Through Emotional Science
- Enhance Your Strategic Approaches to Relationship-Building



## Course 2 MICROCONDITIONING

April 5, 4:00pm—8:50pm  
April 6, 8:00am—6:00pm

### Optimize Small Advantages toward Big Results

*Microconditioning* focuses on the little nuances to leverage them in big ways. Elevate your ability to overcome a plateau and maintain your performance. Leverage strategic approaches to declutter tasks and decrease your cognitive load. Tiny tweaks matter in the long run!

- Apply Reliable Techniques & Tools to Leverage Small Opportunities
- Position Yourself for Professional Success through Minute Mental Shifts
- Tweak Your Tasks with Brain-based Science for Maximized Effectiveness

# Enroll Now!

**Open to Everyone**

Eligible for tuition assistance and deferment at most organizations.

visit [rady.kintera.org/SD-optimizedleader](http://rady.kintera.org/SD-optimizedleader)

# 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

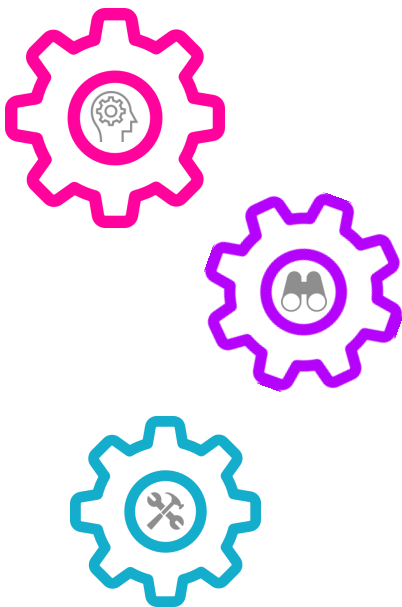
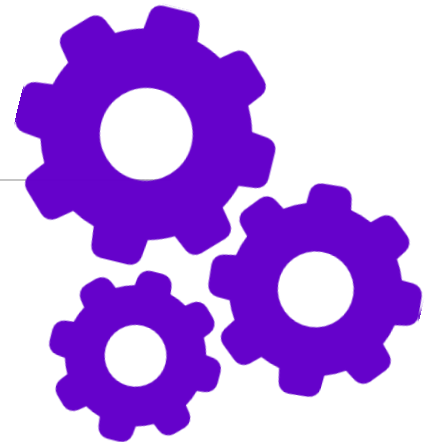
Elevate's signature tools leverage fresh innovative insights into a visual, design-driven format—this aligns with how people learn.

## Interactive Learning

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

## Collective Intelligence & Wisdom

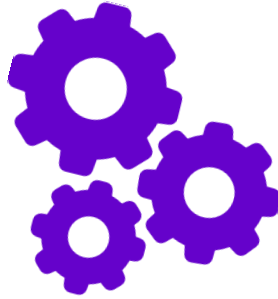
Elevate leverages the collective intelligence and wisdom from a team of faculty to optimize the curriculum—and your learning experience!



## How It Works

- **3 Short Courses:** Homework free – 1.5 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

## Open to Everyone

Register Online: [rady.kintera.org/SD-optimizedleader](http://rady.kintera.org/SD-optimizedleader)

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



partnership of



UNIVERSITY  
OF  
CALIFORNIA

# The Optimized Leader

ENROLL NOW!  
IT'S EASY!



## Knowledge Navigation

Mar 8, 4:00pm—8:50pm | Mar 9, 8:00am—6:00pm  
Northrop Grumman, Building 8, Presidio Conference Room,  
16550 West Bernardo Dr., San Diego, CA 92127

**Instructor:** Joan M. Clark

**Course Number:** LEAD501 (1.2 CEUs)



## Microconditioning

Apr 5, 4:00pm—8:50pm | Apr 6, 8:00am—6:00pm  
Northrop Grumman, Building 8, Presidio Conference Room,  
16550 West Bernardo Dr., San Diego, CA 92127

**Instructor:** Christine Itano-Cosner

**Course Number:** LEAD502 (1.2 CEUs)



## Forge

May 3, 4:00pm—8:50pm | May 4, 8:00am—6:00pm  
Northrop Grumman, Building 8, Presidio Conference Room,  
16550 West Bernardo Dr., San Diego, CA 92127

**Instructor:** Vu H. Pham, Ph.D.

**Course Number:** LEAD503 (1.2 CEUs)

## Early Bird Registration

Enroll by February 8, 2018, and your registration will include a seat at the Elevate Leadership Forum on May 31 & June 1, 2018 in San Diego. The Elevate Leadership Forum allows you to engage executives from major Fortune 500-level companies. Additional info to follow. After February 8, regular registration is still open.

Registration opens January 15, 2018.

### HERE'S HOW:

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

**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/SD-optimizedleader](http://rady.kintera.org/SD-optimizedleader)

The **Elevate ERG Summit** features speakers and panel discussion on Business and Employee Resource Groups (ERGs).

The **Elevate Leadership Forum** showcases senior executives from major Fortune 500-level organizations who will deliver condensed and practical advice in 3-minute leadership lightning talks.

# past speakers

May 31 & June 1, 2018

**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  
**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  
**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  
**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  
**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 Geary** | 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  
**David Hinson** | National Director, United States Minority Business Development Agency  
**Dennis Hirotsu** | Vice President, Corporate Research & Development Innovation Capability, Procter & Gamble  
**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 Orloff** | 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)  
**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.  
**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 2018!**  
 For more information, contact:  
[info.411@spectrumknowledge.com](mailto:info.411@spectrumknowledge.com)

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