

NATIONAL LEADERSHIP INSTITUTE

A NETWORK ASSOCIATE OF THE CENTER FOR CREATIVE LEADERSHIP



Change the way you look at leadership.

2009 PROGRAMS AND CALENDAR

www.umuc.edu/nli • NLI is a GSA Schedule contractor



University of Maryland University College
National Leadership Institute

ABOUT UMUC

SERVING ADULT STUDENTS WORLDWIDE

Throughout its 60-year history, University of Maryland University College (UMUC) has focused on the education and professional-development needs of adult students, offering classes at times and locations convenient to students whose busy schedules require that they balance school with full-time jobs and family or community responsibilities. UMUC has earned a worldwide reputation for excellence as a comprehensive virtual university and, through a combination of on-site and online learning formats, provides educational opportunities for lifelong learning to students in Maryland, as well as throughout the United States and the world.

UMUC is one of 11 degree-granting institutions in the University System of Maryland. UMUC collaborates with other schools in the University System of Maryland and other Maryland educational institutions, both public and private. And under contract to the U.S. Department of Defense, UMUC is the leading education provider for the U.S. military, offering on-site classes to active-duty servicemembers and their dependents at bases throughout Europe and Asia, while also serving members of the military in the United States.

Strengthen Your Leadership Skills with UMUC's National Leadership Institute

Leaders have many styles, possess varied talents, and are found at all levels of an organization. Yet they share many common practices—invaluable tools that thousands of managers and executives have identified, developed, and strengthened with the help of the National Leadership Institute (NLI). Whether you're looking to hone your own leadership skills, prepare promising employees for leadership roles, or increase the cohesiveness and performance of your entire management team, NLI can help you achieve your goals.

Benefit from 30 years of worldwide leadership development expertise

Led by an exceptional faculty, NLI programs provide personalized attention, a range of proven assessment instruments, and highly regarded content founded on the latest leadership research. NLI has the distinction of being the first network associate of the Center for Creative Leadership (CCL), a top-ranked organization devoted to leadership research, education, and development.

As a network associate, NLI offers two CCL programs—the Leadership Development Program (LDP)[®] and Foundations of Leadership—at the UMUC Inn and Conference Center in Adelphi, Maryland. NLI's programs include executive coaching packages, a convenient and cost-effective Online Leadership Assessment Program (OLAP)[®], and the Negotiating Conflict Program.

NLI unlocks unlimited opportunities for individual career advancement and success. These programs prepare high-potential managers to enhance productivity and performance in the public and private sectors. Participants gain insights into leadership behaviors and learn new skills essential for today's evolving leadership roles.

"I exceeded my own expectations."



LEADERSHIP DEVELOPMENT PROGRAM

A FIVE-DAY PROGRAM FOR MID- TO UPPER-LEVEL MANAGERS AND EXECUTIVES

Program Overview

If you're an experienced, successful manager who wants to further hone your skills and move to the next level, the five-day Leadership Development Program (LDP)[®] is right for you. Through increased self-awareness of your strengths and weaknesses, exercises to build the ability to lead others, and one-on-one feedback from an experienced coach, you will acquire all of the tools necessary to further enhance your leadership development.

Outcomes

You will develop a deep sense of self-awareness to

- Lead change in your organization
- Give and receive feedback more effectively
- Build and maintain productive relationships
- Encourage others to perform at their best
- Manage yourself and your tasks
- Leverage differences in others
- Set clear goals (in a three-hour confidential, private review of your data with a certified NLI feedback coach)



The National Leadership Institute conducts this program under license from the Center for Creative Leadership.

Pre-Course Work

Participants will be asked to fill out several assessment surveys in advance. Certain surveys require that your direct reports, peers, and superiors complete evaluations as well. The surveys are time sensitive, so it is important that you pay attention to the deadline for completion.

Program Focus

DAY 1 SELF-AWARENESS LEARNING YOUR BEHAVIORAL STRENGTHS AND AREAS FOR DEVELOPMENT

- Learn a behavior-based model for developmental feedback
- View and discuss a videotape of yourself and others "in action"

DAY 2 IMPACT LEARNING THE UNINTENDED CONSEQUENCES OF YOUR BEHAVIORS

- Understand results on two 360-degree assessments, including leadership skills, perspectives, and challenges
- Prepare for a coaching activity and set an intention and behavioral goal

DAY 3 INTENTION LEARNING HOW TO BEST PRACTICE PURPOSEFUL LEADERSHIP BEHAVIORS

- Practice leading change in a videotaped group activity, and discuss a model that describes the change process in organizations
- Understand a framework for coaching, engage in coaching role-play, and discuss a videotape of the activity

DAY 4 INTEGRATION LEARNING HOW TO BEST ANALYZE AND SYNTHESIZE FEEDBACK

- Peer feedback
- One-on-one session with a certified NLI feedback coach

DAY 5 DEVELOPMENT PLANNING PUTTING THE LESSONS INTO PRACTICE FOR YOUR SITUATION

- Chart a course for where you want to be
- Understand how to check your progress and renew your commitment to make changes

Follow-up Coaching

NLI encourages and supports participants by offering optional follow-up coaching. The coaching is a continuation of the one-on-one session in the Leadership Development Program, when the participant developed goals to increase leadership effectiveness. The follow-up coaching is an opportunity to assess progress on goals and focus on strategies for continued development; it may be conducted by the same feedback coach the participant worked with during the initial program.

The fee for three hours of coaching is \$1,000. The service is available only to program alumni. Participants can register for this session during or after the program.

FOUNDATIONS OF LEADERSHIP

A THREE-DAY PROGRAM FOR HIGH-POTENTIAL MANAGERS

Program Overview

Are you new to a management role or shifting from project to people management? You can now realize full leadership potential with the Foundations of Leadership program. It will help you develop basic skills for effective leadership while you focus on personal growth, workplace relationships, influencing skills, and conflict resolution. With this three-day program, you'll build your future as you build your confidence and abilities.

Outcomes

During this program, you will

- Gain an understanding of your current leadership strengths and development needs
- Learn how personality and interaction preferences help or impede your ability to influence others
- Receive honest evaluations of your leadership style and behavior and come away with a tangible and practical development direction
- Apply effective influencing tactics
- Learn how to improve the performance of your work group by better understanding human interaction
- Create successful strategies for managing conflict
- Establish relationships with people in the program who are at the same stage in their careers
- Set a clear direction for future development

Pre-Course Work

Participants will be asked to fill out several assessment surveys in advance. Certain surveys require that the participant's direct reports, peers, and superiors complete evaluations as well. The surveys are time sensitive, so it is important that you pay attention to the deadline for completion.



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Program Focus

DAY 1 CHARTING YOUR OWN COURSE

- **Self-exploration:** Revisit past experiences that have had an impact on leadership styles and choices; receive feedback with a tool that measures competency in 15 skill areas
- **Leadership and influence:** Take part in a highly interactive videotaped activity to experience and examine important aspects of group dynamics and receive results of a self-assessment

DAY 2 NAVIGATING RELATIONSHIPS

- **Derailment:** Review CCL's research on reasons why leaders' careers derail, the importance of interpersonal relations, and strategies for strengthening relationships
- **Conflict dynamics:** Discuss results of a feedback tool that measures conflict behavior, identify areas to target improvement, and practice in an interactive videotaped activity
- **Interpersonal relationships:** Receive feedback with a self-assessment that looks at interpersonal needs— inclusion, control, and affection—and how these needs can drive how others perceive us

DAY 3 SETTING A NEW DIRECTION

- **Goal setting:** Envision a fulfilling future
- **Mapping a plan of action:** Create and share a leadership action goal
- **Personal development:** Meet one-on-one with a certified NLI coach to strategize on how to achieve goals

Follow-up Coaching

NLI encourages and supports participants by offering optional follow-up coaching. The coaching is a continuation of the one-on-one session in the Foundations of Leadership, when the participant developed goals to increase leadership effectiveness. The follow-up coaching is an opportunity to assess progress on goals and focus on strategies for continued development; it may be conducted by the same feedback coach the participant worked with during the initial program.

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EXECUTIVE COACHING

A PERSONALLY TAILORED SERVICE DESIGNED TO ACCELERATE PROFESSIONAL DEVELOPMENT

“I believe this program helped set me up to take the next quantum leap in my career.”



Program Overview

Executive coaching through NLI will reinforce your leadership skills. It can help you master new attitudes and behaviors, better understand your strengths and weaknesses, find new ways to motivate and energize your teams, and heighten your overall impact on your organization.

Executive coaching to support professional growth is especially useful for managers who are leading significant organizational change efforts; are positioned for promotion; have reached a career plateau; or are experiencing stress, interpersonal conflicts, or other obstacles to their professional development.

How You Will Benefit

- Diagnose your development needs
- Determine where to focus attention and resources
- Enhance your ability to focus on making changes and achieving desired results

Special Features

- Selection of a 360-degree assessment instrument, such as Benchmarks®, for comprehensive evaluation of your strengths and possible areas for development.
- A personalized coaching plan that addresses your strengths, as well as behaviors impeding effectiveness, and provides you with a guide for progress.
- Six-, 12-, and 18-hour packages to choose from
- Executive coaches with relevant credentials and knowledge of a broad range of assessments and leadership development strategies and tools

NLI also offers senior executive coaching packages for key decision makers who will benefit from a skilled and objective external coach. Senior executives will work on identifying both their organizational and individual leadership goals, broadening perspectives, and increasing skills and competencies.

CUSTOMIZED PROGRAMS

SOPHISTICATED SOLUTIONS FOR YOUR ORGANIZATION'S UNIQUE LEADERSHIP NEEDS

Program Overview

A custom-designed leadership development program is the smart solution to the specific issues that affect your organization's growth and success. Course materials are tailored by NLI faculty and course developers to respond to your organization's unique needs. Relevant case studies, thought-provoking experiential exercises, and intensively debriefed activities are designed to give participants sharply focused insight to real-life organizational issues.

While the programs are customized to meet your unique needs, the following popular themes may serve as a starting point.

- Developing Emotional Intelligence
- Building Coaching and Mentoring Competencies
- Creating High Performance Teams
- Experiential Exercises: Turning Awareness into Abilities
- Leadership and Influence
- Managing Change

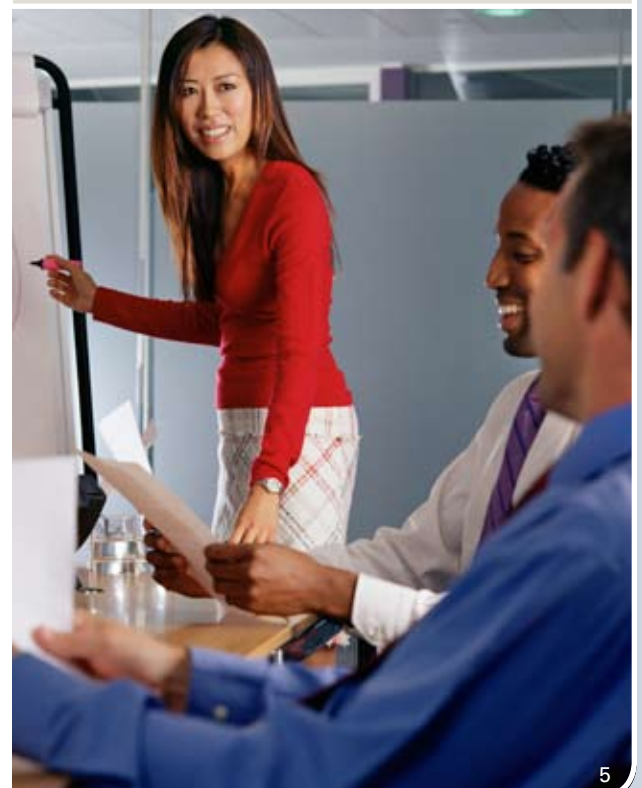
How Your Organization Will Benefit

- Create a custom workshop designed specifically to meet your organization's strategic objectives
- Minimize the cost for training groups of employees
- Conduct the program at a time and place of your choosing

Special Features

- Cutting-edge learning
- Case studies in leadership
- Feedback based on assessment of individual leadership behavior
- One-on-one coaching with NLI professional coaches
- Experiential learning to explore and practice new skills
- Follow-up and strategy recommendations

"NLI was able to address the specific issues I was facing at work."



ONLINE LEADERSHIP ASSESSMENT PROGRAM

A PERSONALIZED AND CONVENIENT APPROACH TO PROFESSIONAL DEVELOPMENT

Program Overview

Comprehensive assessment tools, self-directed learning modules, and executive coaching supported by convenient online learning—these are all key facets of your Online Leadership Assessment Program (OLAP)[®] experience. In the Online Leadership Assessment Program, you'll complete a set of assessments that describe your skills and personality behaviors to indicate where development should take place. You will work in online learning modules and with an NLI executive coach to develop your leadership development action plan.

The Online Leadership Assessment Program is the ideal leadership assessment and development program for geographically dispersed team members or for individuals who prefer the convenience of online education.

How You Will Benefit

- Gain a better understanding of your personal leadership style
- Learn how your personality, emotional intelligence, and interpersonal skills shape your leadership behaviors
- Understand the implications of your leadership behaviors in specific managerial contexts
- Receive personalized leadership development strategies from an executive coach
- Take your leadership skills to the next level without leaving your home or office

"I needed an online program, and I knew UMUC was the leader in distance education."



Program Components

Online Testing and Assessment: You will complete three online surveys, including two self-assessment tools dealing with personality and interpersonal behavior and a 360-degree questionnaire dealing with emotional intelligence.

Self-Directed Online Class Sessions: With self-directed learning modules, you will begin to interpret and comprehend your assessment results while applying them to real-life leadership situations.

Personalized Coaching: You'll receive three hours of leadership coaching and developmental planning by phone from a professional feedback coach.

NEGOTIATING CONFLICT PROGRAM

FEATURING AN INTERACTIVE ONLINE NEGOTIATION SIMULATION

Program Overview

Differing perspectives and conflict are pervasive in the workplace. The effective leader knows how to both master and manage these dynamics through the understanding and skillful use of negotiation and conflict management behaviors. This intensive three-day workshop can help you recognize different styles of conflict and negotiation and develop the skills to avoid or manage workplace conflict. Through a combination of classroom instruction, assessment, and a unique online simulation, you'll learn the important techniques of influence and negotiation while discovering how decision makers with vastly competing interests and ideas can work together and maintain performance and perspective.

SPECIAL NOTE: This program utilizes a unique team-based format. You and five co-workers enroll as a team and engage in a powerful negotiation simulation with other organizational teams. This format provides a rich opportunity to learn not only about your individual conflict behaviors, but also about how conflict is managed within and across teams.

Through presentations, you will learn

- The behavioral responses to conflict
- The core principles of negotiation and effective negotiation tactics

Through 360-degree feedback, you will gain insights on

- How co-workers perceive your conflict behavior
- Strengths and weaknesses in your conflict behavior

Through an online simulation, you will

- Practice negotiation and conflict resolution skills
- Receive feedback on your individual and group performance

Special Features

- A 360-degree assessment that describes how others perceive behavior during times of disagreement
- Personal feedback about how to manage conflicts effectively, with a special emphasis on principles of negotiation
- An interactive and engaging online simulation developed by the International Communication and Negotiations Simulations Project at University of Maryland, College Park

Program Focus

Day One

- Dynamics of conflict and principles of negotiation
- Assessment feedback (Conflict Dynamics Profile®)
- Principles of negotiation

Day Two

- Negotiation simulation
- Facilitated team performance feedback

Day Three

- Giving and receiving feedback
- Peer consultations
- Developmental planning

“Facilitators helped us see practical applications of the theories presented.”



Invest in Your Organization's Leadership Potential

UMUC Inn and Conference Center: A Comfortable and Elegant Setting

All on-site programs are conducted at the UMUC Inn and Conference Center, adjacent to the campus of University of Maryland, College Park. This full-service residential conference center, managed by Marriott, combines the convenience of hotel accommodations and conference space within two adjacent buildings. An outstanding collection of paintings and sculptures grace the facility's public spaces, while all the amenities of a fine hotel—including a well-lit working area, telephone, and high-speed Internet access with wireless connectivity—equip each guest room.

Convenient Access to Three Major Airports

The Inn and Conference Center's central location is just a short drive from three major metropolitan areas: Washington, D.C., Baltimore, and Annapolis. The conference center is also convenient to three major airports: Ronald Reagan Washington National, Dulles International, and Baltimore–Washington International Thurgood Marshall.



Join the Company of Leaders Nationwide

When you participate in one of UMUC's acclaimed programs, you'll find yourself in good company. Thousands of managers and executives from both the public and private sectors have maximized their leadership potential through NLI. Previous participants include employees from the following notable organizations.

- AARP
- American Red Cross
- Booz Allen Hamilton
- D.C. National Guard
- Diageo
- Federal Bureau of Investigation
- General Motors
- Goldman Sachs
- The Hershey Company
- Intelsat
- KCI Technologies
- Library of Congress
- Marriott International
- Merck & Co.
- Montgomery County Teachers Federal Credit Union
- National Institutes of Health
- National Security Agency
- Northrop Grumman
- Perdue Farms
- Pharmaceutical Research and Manufacturers of America
- PricewaterhouseCoopers
- Ryan Homes
- State Farm Insurance
- Verizon
- Washington Metropolitan Area Transit Authority
- U.S. Army Corps of Engineers
- U.S. Government Accountability Office



University of Maryland University College is accredited by the Commission on Higher Education of the Middle States Association of Colleges and Schools, 3624 Market Street, Philadelphia, PA 19104 (267-284-5000), one of the six regional accrediting agencies recognized by the U.S. Department of Education. UMUC is governed by the University System of Maryland Board of Regents and certified by the State Council of Higher Education for Virginia.

UMUC is a constituent institution of the University System of Maryland.



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