



*"The most
dangerous myth
is that leaders are born.*

*In fact, the opposite is true.
Leaders are made rather than
born. Failing organizations
are usually over-managed
and under-led."*

*—Warren G. Bennis, best selling author
and Distinguished Professor and Founding Chairman
of the Leadership Institute at USC.*

Leadership **ELITE**



a transforming certificate program

THE LEADER

Dr. Gerald Graham is currently the R. P. Clinton Distinguished Professor of Management and former Dean of the Barton School. He has made management presentations to more than 750,000 participants in 46 states, Canada, Mexico and Slovakia. He also has been the recipient of the Wichita State University Excellence in Teaching Award and the Barton School of Business Teaching Award (multiple times).



Dr. Graham's latest book is titled, *Lead: How Effective Leaders Get Things Done*, is available at: <http://cmd.wichita.edu>. He has also written four management textbooks, which have been adopted nationally, and numerous research articles. Dr. Graham has written more than 500 columns on leadership that have appeared in newspapers and journals in the United States. For twenty years, he wrote a semimonthly column for the *Wichita Business Journal* and for more than twelve years, he published *The Applied Management Newsletter*, a monthly management training publication.

Graham is a past president of the board of directors of Goodwill Industries of Kansas and a former board member of U. S. Restaurant Properties, Inc., and the United Way of the Plains. Graham has served in several administrative capacities at Wichita State University including Chair of the Administration Department, Director of the Center for Entrepreneurship and Dean of the Barton School of Business.

THE CANDIDATES

Leadership ELITE is designed specifically for experienced managers who wish to further develop their leadership skills. Leaders who want to sharpen their existing skills, discover new solutions to age-old problems, or who want a jolt of fresh enthusiasm at this point in their careers, will also benefit.

Leadership ELITE will equip the most promising people in any organization to move to the next level.

THE BENEFITS

Leadership ELITE will help you build and maintain a culture that promotes trust, integrity and high performance. Leadership ELITE will...

- Give you a framework and specific tools to strengthen your existing leadership abilities.
- Build on your current leadership competencies by heightening your awareness of blind spots and behaviors that reduce your effectiveness.
- Increase your flexibility to meet the daily demands of influencing and changing the way people perform.
- Afford you an opportunity to interact with your professional peers to share and learn from one another.
- Provide a risk-free setting to debate, challenge and grow from interaction with a recognized expert.

THE PROGRAM

Leadership requires a plan. Through interactive learning using real-world dilemmas, small group exercises, active discussion and networking, Leadership ELITE emphasizes practical approaches to the key qualities and essential skills for effective leadership.

Leadership: What Is It?

- What is the role of a leader?
- What do leaders do?
- How do leaders differ from managers?
- What is the purpose of leadership?
- What are core values?
- How to identify leader readiness
- Can I be a leader?

How Leaders Empower Subordinates

- What does empowerment mean?
- How has the concept of empowerment evolved?
- Four benefits of empowering employees
- Examples of empowerment
- How effective leaders embrace empowerment
- How to reduce actions that destroy empowerment

How Leaders Instill Trust Within and Between Departments

- What is trust?
- What behaviors increase trust?
- How to reduce barriers between departments
- A step-by-step process for increasing trust
- How an increase in the trust level impacts organizations
- How to identify pitfalls that potentially destroy trust

How Leaders Instill Teamwork and Cooperation

- How competitive and cooperative behaviors differ
- Four requirements of cooperative teamwork
- Three common teamwork problems
- Problems caused by competitive behaviors
- Advantages of competitive behaviors
- How leaders instill cooperative behaviors
- Requirements for continued cooperative behaviors

How Leaders Deal with Employee Attitudes

- What are attitudes?
- How are attitudes developed?
- How to determine employee attitudes
- The impact of attitudes on performance
- Can attitudes be changed?
- How to lead employees with positive attitudes
- How to handle employees with negative attitudes

How Leaders Improve Performance and Morale

- The keys to high performance
- The role of measurement in performance
- How leaders handle top performers
- How leaders handle poor performers
- How are performance and morale related?
- Which comes first—performance or morale?

How Leaders Develop Employees

- What is talent, knowledge and wisdom?
- How to conduct a development interview
- How to access talent
- How to develop skills
- Pitfalls of a typical development program

How Effective Leaders Handle Change

- Four common organizational changes
- A model to understand change
- Why people resist change
- How to overcome resistance to change
- How to execute change you disagree with

CMD Training Center
Wichita State University
Woodman Alumni Building
4205 E 21st Street

Leadership ELITE

a transforming certificate program

REGISTRATION FEE: The program fee of \$1995 includes course materials, refreshments, parking, Continuing Education Units (CEU), Professional Development Units (PDU) and a handsomely framed Leadership ELITE certificate for each person who attends at least seven of the eight sessions.

TO ENROLL: Register on-line, return the enclosed enrollment form or call today to reserve your place in this unique learning experience.

CANCELLATION POLICY:
Cancellations received three weeks prior to the program will receive a full refund minus a \$50 processing fee. Cancellations made fewer than three weeks are subject to a 50% cancellation fee. Substitutions may be made at no cost up to the first day of the program. No refunds will be given and no substitutions will be accepted if cancellation occurs after the program begins.



www.cmd.wichita.edu



Complete form and mail with payment to: Center for Management Development, Wichita State University, 1845 Fairmount, Wichita, Kansas 67260-0086



Call: (316) 978-3118 or 800-992-6345.



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LEADERSHIP IS...

the most important aspect of organizational success. Leaders provide vision. Leaders have the ability to lift others to tackle and complete tasks that seem impossible. Leaders influence our lives in deep and profound ways. Leaders change us and the organizations and industries in which they operate.

There is no simple leadership equation. There are, however, leadership principles and dimensions that each of us must explore, embrace and internalize if we are to become more effective leaders in our professional and personal lives.

This program is designed as an intense learning environment shared with peers and Wichita State University's most distinguished business educator... Dr. Gerald Graham.

THE HIGHLIGHTS

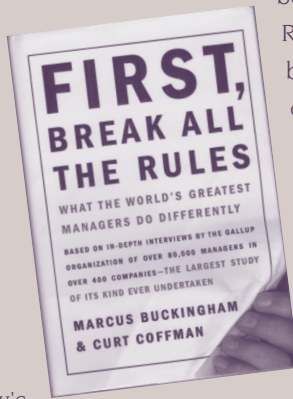
Leadership ELITE is an exclusive and rich learning experience that transforms managers into leaders by creating the skills necessary to meet today's business challenges and turn vision into reality.

- Emphasizing the timeless qualities and behaviors of proven leaders, rather than the latest jargon and fads, you will see how your beliefs and practices match up with those of Colin Powell, Jack Welch, Lee Iacocca, Gordon Bethune, Rudolph Guiliani, Sam Walton and Mary Kay.

- Analyzing selected readings in the best-selling book, *First, Break All the Rules*, based on extensive research by the Gallup organization, you will compare your ideas and practices to those of successful leaders.

- Using the CMD's cutting-edge CPS response system as a tool for self-discovery, you will record your individual responses to a series of decision episodes throughout the course. At the end

of the program, you'll receive a personal profile portraying your flexibility, and how well you make decisions and apply solutions compared to a proven model for success.



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