

Course Descriptions

Introductory video: Peter Cappelli, Wharton Professor and Jim Edrington, Chief Member Engagement Officer, American Bankers Association

Success – Richard Shell (4 modules)

Do you want to be more successful? This course was designed to help you define what success means to you, and to develop a plan for achieving it. Wharton Professor G. Richard Shell, an award-winning author and the creator of the popular Wharton School course on the meaning of success, created this course to help you answer the questions that arise when you consider how best to use your life. Drawing on his decades of research and mentoring, Shell offers personalized assessments to help you probe your past, imagine your future, and measure your strengths. He then combines these with the latest scientific insights on everything from self-confidence and happiness to relationships and careers.

Throughout, he shares inspiring examples of people who found what they were meant to do by embracing their own true measure of success. Get ready for the journey of a lifetime—one that will help you reevaluate your future and envision success on your own terms. Students and executives say that Richard Shell's courses and executive training programs have changed their lives. Let this course change yours.

Module 1: Launching Your Personal Search for Success

This module is designed to help you define success for yourself through exploring the hidden beliefs you hold about success. You'll learn the three truths of success, and the role of culture and family in defining success. You'll also participate in the "Six Lives" exercise, which will guide you to deeper questions of your beliefs about success, as well as how those beliefs compare to others. By the end of this module you'll be able to assess yourself, your values, and your images of what success means. As a result, you can begin to adapt the tools that will work for you to achieve whatever your definition of success is. Module includes 11 videos, 3 readings.

1. Introduction (Video)
2. How to Use This Course (Video)
3. Why This Course Will be Useful (Video)
4. Why I Am Teaching This Course (Video)
5. Three Truths About Success (Video)
6. The Six Lives Exercise (Video)
7. Profiles for Six Lives Exercise (Reading)
8. Evaluate Your Rankings (Reading)
9. Reflection of Six Lives Exercise (Discussion Prompt)
10. The Six Lives Exercise Analysis (Video)
11. The Two Sides of Success (Video)
12. The Role of Culture and Family in Setting Your Success Values (Video)
13. My Story (Video)
14. Where We Are and Where We Are Going (Video)
15. PDFs of Module 1 Slides (Reading)

Module 2: How to Think About Success on Your Own Terms

In this module, you'll learn how to think about success on your own terms. You'll explore ways of looking inside yourself, and into your past, to find the values and capabilities that you have determined for your personal success. You'll identify your "four diamonds" - the capabilities you have in your own heart and soul to develop the inner and outer success that will be most satisfying to you. You'll learn the two habits that successful people share, as well as the four different ways you can renew your success values. By the end of this module you'll have a deep understanding of what success is for you on your terms, and how to sustain and renew your beliefs in the face of challenges. This module includes: 6 videos, 1 reading.

1. Wake up! (Video)
2. A Fable (Video)
3. Where Are Your Diamonds? (Video)
4. Habits of Successful People (Video)
5. Why Are Your Success Values So Easy to Forget? (Video)
6. Where We Are (Video)
7. Reflection of Legacy Exercise and Success Values (Discussion Prompt)
8. PDF's of Module 2 Slides (Reading)

Module 3: Diving Deeper: What Research Tells Us about Achievement and Happiness

This module was created to give you an overview of the science of success so that you can use that knowledge to begin exploring the relationship between success and happiness. You'll learn the four traps of achievement, as well as the four reasons to worry about achievement-based success. Finally, you'll examine the question of whether success equals happiness. By the end of this module you'll be able to differentiate between success that is based on achievements, which can be unsatisfying, and success based on other metrics, that can bring deep satisfaction to your life. This module includes: 4 videos, 3 readings

1. The Science of Success (Video)
2. The Traps: If You Base Your Success on Achievements (Video)
3. Four Reasons to Worry About Achievement Based Success (Video)
4. Does Success Equal Happiness? (Video)
5. SAME Personality Assessment Trait Reading (Reading)
6. SAME Profiler Feedback and Summary of Results (Reading)
7. SAME Profiler Feedback Reflection (Discussion Prompt)
8. SAME Personality Assessment Activity Reflection (Discussion Prompt)
9. PDF's of Module 3 Slides (Reading)

Module 4: Putting it Together: Charting Your Path to the Future

In this module, you'll begin putting together everything you have learned about yourself and about success so that you can chart your own path to the future. You'll learn how to use the achievement-happiness matrix to assess your current state, how to determine your current motivations, how to discover what work is meaningful to you (and whether or not you are employed doing it), and how happiness and success are measured differently. You'll conclude this module, and the course, by creating a personal theory of success which you will share with your classmates in peer review. There, you'll have the opportunity to see other theories of success, which may spark some additional exploration of your own. By the end of this module you'll have articulated a personalized theory and vision of success that you can use to create more happiness for you yourself. This module includes: 6 videos, 1 reading

1. Putting It All Together (Video)

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2. Analyzing the Matrix (Video)
 3. Assess Your Current Motivation (Video)
 4. Meaningful Work (Video)
 5. Wise Angel (Video)
 6. Conclusion (Video)
 7. Final Reflection - How Do You Define Success? (Discussion Prompt)
 8. PDF's of Module 4 Slides (Reading)

Success Module Enrollment Details:

Time commitment: 1-4 hours per module

Leading the Life You Want – Stew Friedman (4 modules)

Pursue a meaningful life and improve your performance as a leader. Taught by acclaimed Wharton professor, best-selling author, and former Ford Motor Company executive and head of its Leadership Development Center, Stew Friedman, *Leading the Life You Want* provides you with the skills you need to lead in all four domains of your life: at work, at home, in the community, and in your private self (mind, body, and spirit). You'll explore the core principles of leadership and learn the skills you need to bring them to life. You learn how to find a greater sense of purpose, see how to convey values with stories, learn how to manage attention, feel less stressed, lead through serving others, and more.

You'll see these skills illustrated in the inspiring yet imperfect lives of six remarkable leaders: Tom Tierney (former CEO of Bain), Sheryl Sandberg (COO of Facebook), Michelle Obama (former First Lady), Eric Greitens (Republican Governor of Missouri), Julie Foudy (world champion soccer star and three-time Olympic medalist), and Bruce Springsteen (world-famous rock musician). You'll have the opportunity to assess your own leadership skills, and learn simple, proven exercises to practice them. By the end of this course, you'll have the tools you need to develop your skills, so you can grow as a leader in all areas of your life and create greater harmony among them.

Module 1: Leadership from the point of view of the whole person

This module is designed to introduce you to the core principles of leadership from the point of view of the whole person, describe the 18 skills that bring these principles to life, and provide you with a self-assessment tool to determine your skills and establish a baseline for your development. Through the case study of Tom Tierney, former CEO of Bain & Company and co-Founder of the Bridgespan Group, you'll learn the skills of envisioning your legacy, weaving together the disparate strands of your life, and seeing new ways of doing things. You'll also learn exercises for developing each one of these skills. By the end of this module, you'll understand the leadership principles of being real, being whole, and being innovative, know the skills needed for improving your performance as a leader in all parts of life, identify your strengths and weaknesses, and learn exercises for building your capacity to envision your legacy, weave the disparate strands, and see new ways of doing things.

- Course Introduction
- Three Total Leadership Principles
- Be Real, Be Whole, Be Innovative
- The Six Profiles
- The Story of Tom Tierney
- Tom Tierney Skills Analysis
- Quiz

Module 2: Develop the six leadership skills of conveying values through stories

This module is designed to help you understand and develop the six leadership skills of conveying values through stories, building supportive networks, resolving conflicts, holding yourself accountable, applying all your resources, and focusing on results. You'll see these skills illustrated in the lives of Sheryl Sandberg, COO of Facebook, and Eric Greitens, Republican Governor of Missouri, and learn how they can be applied in very different circumstances. By the end of this module, you'll be able to identify the stories that convey your values, create a plan for holding yourself accountable, build supportive networks, apply all your resources in pursuit of important goals, focus on results, and resolve conflicts among the different parts of life.

- The Story of Sheryl Sandberg
- Sheryl Sandberg Skills Analysis
- The Story of Eric Geitens

- Eric Geitens Skills Analysis
- Quiz

Module 3: Learn the six leadership skills of aligning actions and values

In this module, you'll learn the six leadership skills of aligning actions and values, managing boundaries intelligently, embracing change courageously, knowing what matters, helping others, and challenging the status quo. Through the remarkable stories of former First Lady Michelle Obama and Olympic Gold Medalist Julie Foudy, you'll see these skills in action as they redefined success for women across the world and demonstrated leadership in service to others. By the end of this module, you'll learn exercises for clarifying your ideal self to know what really matters, finding the larger meaning in what you do so you act in ways that are consistent with your values, managing boundaries so you reduce distractions and pay attention to who matters most, leading through helping others, questioning the status quo, and building the courage to embrace change.

- The Story of Michelle Obama
- Michelle Obama Skills Analysis
- The Story of Julie Foudy
- Julie Foudy Skills Analysis
- Quiz

Module 4: Learn the essential leadership skills of creating a culture of innovation

In this module, you'll learn the essential leadership skills of embodying values consistently, clarifying expectations, and creating a culture of innovation. You'll see how these skills are applied in the leadership of world-renowned rock star and author Bruce Springsteen. You'll learn how to combine all 18 leadership skills to make full use of your talents and passions to serve others and lead the life you want, no matter what your work setting, family circumstances, or cultural background. By the end of this module, you'll learn exercises for embodying your values no matter where you are, developing a process for identifying what people really want from you, and using teaching as a way to create cultures of innovation at work, at home, and in the community.

- The Story of Bruce Springsteen
- Bruce Springsteen Skills Analysis
- Course Conclusion
- Quiz

Leading the Life You Want Module Enrollment Details:

Time commitment: 2-5 hours per module

Influence – Cade Massey (4 modules)

What does it mean to be influential? How does one persuade others to pursue a unified goal? How does one leverage power? In this course, you'll learn how to develop influence and to become more effective in achieving your organizational goals. Professor Cade Massey of the Wharton School has designed this course to help you understand the framework of power and influence and the dynamics of effective networks and shows you how to develop your skills of persuasion and leverage. By the end of this course, you'll know your own strengths and how to use them to get what you need, how to gain power and influence, and how to leverage relationships and alliances to achieve your goals in both business and in life.

Module 1: Define influence

In this module, we'll begin by defining influence. You'll weigh the pros and cons of proactivity and political ability and find the right balance to get any job done within your organization. You'll learn different models of power structures and dynamics, and discover the importance of flexibility, situational awareness, and agency. By the end of this module, you'll be better able to analyze organizational structure, recognize processes within your organization that need improvement, and use your power of influence to optimize these processes.

- Course Introduction
- What Is Power?
- Just-World Fallacy
- Case: Sergio de Mello
- Themes from de Mello
- Foundations of Social Power: French & Raven
- What About You?
- Situation Awareness
- Case: Cuban Missile Crisis
- Allison's Three Models of Power
- Implications
- Case: Robert Moses
- The Sources of Moses' Power
- Themes from Moses
- Peer-graded Assignment

Module 2: Examine social networks and relationships

In this module, you'll examine social networks and relationships, and learn how they can help you accomplish your organizational goals. You'll be able to differentiate between dense and disconnected networks and weigh the benefits and costs of diversification within your networks. Then you'll learn about both successful strategies and common pitfalls in cultivating a network and see how authentic generosity will build reciprocity in your networks and vice versa. You'll also explore coalitions and how alliances between parties with different perspectives can be very effective and efficient in achieving mutual goals. By the end of this module, you'll learn effective strategies for networking, coalition-building, and leveraging, and will be able to form strong alliances and relationships both inside and outside your organization.

- Module Introduction – Relationships
- Seating Chart Exercise
- Resource Dependence and Social Capital
- Network Structure
- Applications
- Cultivating Networks
- Organizational Perspective

- Common Mistakes
- Closing Thoughts on Social Networks
- Introduction to Coalitions
- Types of Coalitions
- Coalition Examples
- Prescriptions for Coalitions
- Case: Washington Square

Module 3: Develop your persuasive tactics and rhetoric to increase your influence

This module was designed to help you develop your persuasive tactics and rhetoric to increase your influence. By discussing historical examples of classical principles of persuasion—from Aristotle to the six SUCCE factors—you'll learn what makes ideas memorable and be able to craft effective messages of your own. You'll assess your own strengths and weaknesses in influence tactics by taking the Leverage Inventory survey. You'll also explore statistical analysis examining the relative effectiveness of soft, hard, and smart power strategies. By the end of this module, you'll be able to employ a toolbox of approaches to gain power and influence and be prepared to bring the right leveraging skills to any situation.

- Module Introduction – Tactics
- Introduction to Persuasion
- Heath & Heath
- Cialdini
- Aristotle
- Closing Thoughts on Persuasion
- Assessing Influence Tactics
- Assessment Content
- Basic Results
- Performance Results
- Cluster Analysis
- Path Forward and Prescriptions
- Peer-graded Assignment

Module 4: Examine the ethical implications of persuasion

In this module, you'll examine the ethical implications of persuasion and the responsibilities that come with having a powerful leveraging toolkit. By looking at examples of our own unconscious biases, you'll gain a better understanding of where your perspective and values stand. You'll learn how to find the right balance in making the necessary tradeoffs while exerting sustainable influence. Through exploring different hypothetical scenarios in the Hard Questions Survey, you'll form strategies to avoid common pitfalls while leveraging influence. By the end of this module, you'll have a deeper understanding of the ethics of persuasion and influence and be able to make difficult decisions that are more aligned with you and your organization's values.

- Module Introduction – Pitfalls
- Introduction and Behavioral Ethics
- Hard Questions Survey Explained
- On Principles
- Ethical Frameworks
- The Psychology of Status
- Notable Examples
- What Can You Do About It?
- Closing Thoughts on Status
- Seven Habits of the Influential
- Course Conclusion

Influence Module Enrollment Details:

Time commitment: 2-4 hours per module

Communication – Maurie Schweitzer (4 modules)

Learn how to communicate more effectively at work and achieve your goals. Taught by award-winning Wharton professor and best-selling author Maurice Schweitzer, Improving Communications Skills is an essential course designed to give you both the tools you need to improve your communication skills, and the most successful strategies for using them to your advantage. You'll learn how to discover if someone is lying (and how to react if they are), how to develop trust, the best method of communication for negotiation, and how to apologize. You'll also learn when to cooperate and when to compete, how to create persuasive messages, ask thoughtful questions, engage in active listening, and choose the right medium (face-to-face conversation, video conference, phone call, or email) for your messages.

By the end of the course, you'll be able to understand what others want, respond strategically to their wants and needs, craft convincing and clear messages, and develop the critical communication skills you need to get ahead in business and in life.

Module 1: Cooperation, Competition and Comparisons

In this module, you'll learn when to compete and when to cooperate to achieve success. You'll explore the three key principles of cooperation and competition: scarcity, sociability and dynamic instability, and learn how to determine which approach to use based on your situation. You'll also discover how to use comparisons to provide motivation, and how to avoid "invidious" comparisons which can lead to discouragement or unethical behavior. By the end of this module, you'll be able to attain a better balance between competitive motivation and cooperative satisfaction to make your interactions more productive and successful. This module includes: 8 videos, 1 reading, 1 practice quiz

1. Introduction (Video)
2. The Thin Line Between Cooperation and Competition (Video)
3. The Three Principles of Cooperation and Competition (Video)
4. The Mechanics of Comparisons (Video)
5. The Misery of Upward Comparisons (Video)
6. Module 1 Practice Quiz (Practice Quiz)
7. Comparisons and Motivation (Video)
8. Comparisons and Cheating (Video)
9. Comparisons: Finding Your Balance (Video)
10. Module 1 Slides (Reading)
11. Module 1 Discussion (Discussion Prompt)

Module 2: Trust

In this module, you'll explore how to gain and built trust to develop cooperation, and understand why this critical step can be so challenging. You'll examine the factors that develop a trusting relationship: demonstrating vulnerability, building rapport, and expressing warmth, and learn how to increase trust by uncovering common goals, common enemies, and interdependence. You'll also learn how to communicate with team members, friends, and opponents in a way that encourages trust. By the end of this module, you'll understand how to

build trusting relationships to achieve cooperation and mutual satisfaction. This module includes: 7 videos, 1 reading, 1 practice quiz

1. The Cooperation Challenge (Video)
2. Building Trust: Vulnerability (Video)
3. Building Trust: Rapport, Warmth, & Equality (Video)
4. Building Trust: Interdependence, Common Goals, & Common Enemies (Video)
5. Module 2 Practice Quiz (Practice Quiz)
6. Building Trust: Communication and Institutions (Video)
7. Signaling and Trust (Video)
8. Trust, Emotion, and Limited Feedback (Video)
9. Module 2 Slides (Reading)
10. Module 2 Discussion (Discussion Prompt)

Module 3: Deception

In this module, you'll learn what deception is, how to detect it, and what to do once you know it's taken place. You'll examine the most common cues that indicate deception and explore practical steps to take when you discover deception. You'll also be able to evaluate deceptions and transgressions to determine whether they are core or non-core violations. Finally, you'll analyze the components of successful apologies, so you can create your own, if necessary. By the conclusion of this module, you'll be able to better detect deception, and devise an appropriate reaction that will help you achieve your objectives. This module includes: 9 videos, 1 reading, 1 practice quiz.

1. Fundamental Truths about Deception (Video)
2. The Challenge of Lie Detection (Video)
3. Cues to Detect Deception (Video)
4. Matching the Content and Context (Video)
5. Practical Steps (Video)
6. Nature of Violations (Video)
7. Learning from Bad Apologies (Video)
8. Module 3 Practice Quiz (Practice Quiz)
9. The Apology Formula (Video)
10. Preparing to Apologize (Video)
11. Module 3 Slides (Reading)
12. Module 3 Discussion (Discussion Prompt)

Module 4: Effective Communication

This module was designed to teach you both the key principles of effective communication, and how to harness the power of setting goals to improve your performance. You'll learn how to create memorable and persuasive messages, ask thoughtful questions, engage in active listening, and choose the right medium (face-to-face conversation, video conference, phone call, or email) for your messages. You'll also learn the how to use goal setting for maximum benefit while avoiding the common pitfalls of overly ambitious targets. By the end of this module, you'll be able to communicate effectively using the right medium, and use goal-setting to increase your productivity and boost your performance. This module includes: 13 videos, 1 reading, 1 practice quiz

1. Conveying Ideas (Video)
2. Make Messages Memorable (Video)
3. Asking Questions (Video)
4. A Deeper Look at Questions (Video)
5. Active Listening (Video)
6. Nonverbal Communication (Video)
7. Communication Media (Video)
8. Threats (Video)

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9. Module 4 Practice Quiz (Practice Quiz)
10. The Benefits of Goals (Video)
11. Goal Setting Pitfalls (Video)
12. Making the Most of Goal Setting (Video)
13. Crossing the Finish Line (Video)
14. Course Conclusion (Video)
15. Module 4 Slides (Reading)
16. Module 4 Discussion (Discussion Prompt)

Communications Module Details:

Time commitment: 2-5 hours per module

Certificate Enrollment Details:

Time commitment: varies per module

Price: \$695 member/\$925 nonmember

Courses must be completed and purchased in the certificate bundle. Courses cannot be purchased individually.