

Course Descriptions

Module 1: Leadership in the 21st Century (4 Sections)

In an increasingly connected and fast-moving workplace, leaders can no longer succeed simply by exerting authority and telling others what to do. Today's successful leaders lead by creating positive and productive organizational cultures. Leadership in the 21st Century was designed to teach you how to create a workplace where your employees thrive, so you can set high goals for your organization and meet them. You'll learn how to better engage your employees, how to foster creativity and identify givers, takers, and matchers within your organization, how to lead with purpose, and how to create a culture that encourages success. Featuring the world's most acclaimed professors and their cutting-edge research on the qualities and behaviors of both successful and unsuccessful work environments, Leadership in the 21st Century will inspire you and your employees to make change for the better, and will give you the tools you need to develop a positive strategy for leading your firm into the future.

Using cutting edge research on the qualities and behaviors of successful leadership, this program illustrates how to create an environment where employees can thrive and step up to meet stretch goals for the organization.

Section 1: Engaging Hearts and Minds

- Why Engagement is Important
- The Definition of Engagement
- The Role of Energy in Engagement
- Creating Conditions for Engagement
- Creating Conditions for Engagement: Prevention and Summary
- Important Challenges and Opportunities: Social Media
- Important Challenges and Opportunities: Group Engagement
- Important Challenges and Opportunities: Interaction Episode
- Practical Steps for Creating an Engaging Work Environment

Section 2: Understanding Work Styles and Cultivating Originality

- Work Style Characteristics
- Identifying Work Styles and Approaching Collaboration
- Great Leaders are Great Teachers
- Keeping Balance and Practical Applications
- Encouraging Idea Selection • Sustaining Originality
- Encouraging Creativity
- Culture, Setting the Tone, and Encouraging Innovation
- Building a Culture of Disagreeable Giving

Section 3: Purpose-Driven Leadership

- The Role of Business is Changing
- Cultivate Your Purpose
- Test Your Assumptions
- Find the Win-Win
- Bring it Home
- Evaluate, Revise, and Renew

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Section 4: Organizational Culture and Culture Change

- Why Does Organizational Culture Matter?
- Defining Culture CCI: Parts 1 and 2
- Subcultures
- Congruence is What Matters
- The Importance of Culture-Employee Fit
- Sustaining and Developing Organizational Culture
- Factors in Changing Culture

Optional: An Interview with Mallika Dutt

- Finding Your Path
- The Growth Process
- The Development of Breakthrough
- The Power of Diverse Teams
- Leadership is a Way of Being
- Lessons Learned from Looking Back
- Moving Forward

Module 2: Managing and Motivating Talent (4 Sections)

People are the most valuable asset of any business, but they are also the most unpredictable, and the most difficult, asset to manage. And although managing people well is critical to the health of any organization, most managers don't get the training they need to make good management decisions. Now, award-winning authors and renowned management Professors Mike Useem and Peter Cappelli of the Wharton School have designed this course to introduce you to the key elements of managing people.

Based on their popular course at Wharton, this course will teach you how to motivate individual performance and design reward systems, how to design jobs and organize work for high performance, how to make good and timely management decisions, and how to design and change the your organization's architecture. By the end of this course, you'll have developed the skills you need to start motivating, organizing, and rewarding people in your organization so that you can thrive as a business and as a social organization.

Wharton management professors Michael Useem and Peter Cappelli designed this course to introduce you to the key elements of managing talent and motivating people. By the end of this course, you'll have developed the skills you need to start motivating, organizing, and rewarding people in your organization so that you can thrive as a business and as a social organization.

Section 1: Motivation and Reward

- Introduction
- Motivation
- Motivation: Agency Theory Examples
- Designing Incentive Systems
- Hiring
- Managing Performance and the Appraisal Process

Section 2: Tasks, Jobs and Systems of Work

- Tasks vs Jobs
- How to Design Jobs
- Drawbacks and Rethinking Job Design
- Engineers and Psychologists: A Battle for Designing Jobs
- Lessons from the Japanese and US Auto Industries
- Systems of Work

Section 3: Making Good and Timely Management Decisions

- Good and Timely Decisions
- Making a Good and Timely Decision
- Making a Good and Timely Decision: US Examples
- Example: Fighting a Fire
- After Action Review and Summary

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Section 4: Designing and Changing the Organization's Architecture

- Designing and Changing Architecture
- Performance: Pay and Promotion
- Organizational Design
- David Pottruck and Charles Schwab Example
- Managing People
- Manager's Template for Human and Social Capital

Enrollment Details:

Time commitment: 2-3 hours per section

Price: \$1,695 member/\$2,195 nonmember

Modules can be purchased individually for \$995 member/\$1,175 nonmember. Save \$155 when you purchase the certificate bundle.