



LEADERSHIP AS A DAILY CHALLENGE: AN INTEGRATED APPROACH

Carnegie Mellon University, Pittsburgh, PA, USA
October 6-11, 2013



Creating Leaders for a Complex World

“The balance of topics was perfect — networks, negotiation, understanding followership, and change management. I am leaving optimistic that I can effectively manage change.”

Chief Marketing Officer, Michael's Stores, USA

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Program at a Glance

Today's business climate is marked by shifting global trends, increased pressure from new and different competitors, and the need to respond and adapt to change. More than ever, organizations need inspired and effective leaders in order to produce a sustainable competitive advantage. These leaders must develop a clear focus on critical success factors, be able to effectively align and motivate people, and guide them through an atmosphere of change and complex challenges.

Leadership as a Daily Challenge: An Integrated Approach helps managers develop four essential leadership competencies that will enable them to effectively master today's complex interpersonal and organizational issues:

- Creating star performers, including maximizing the role of leadership and followership
- Developing effective change management practices for complex organizational environments
- Mastering informal organizational networks that go beyond hierarchy
- Managing conflict and negotiating disputes within diverse teams

With its comprehensive, integrated design, the program strengthens the abilities and confidence of managers to successfully lead their teams in a dynamic world.

OCTOBER 6-11, 2013

**REGISTRATION DEADLINE:
SEPTEMBER 13, 2013**

**REGISTER ONLINE AT:
[HTTP://CBI.TEPPER.CMU.EDU](http://CBI.TEPPER.CMU.EDU)**

**CARNEGIE BOSCH INSTITUTE
TEPPER SCHOOL OF BUSINESS
CARNEGIE MELLON UNIVERSITY
PITTSBURGH, PENNSYLVANIA, USA**

“Just want to say “Thank you all”. This was one of the best and most effective trainings in years!”

Senior Auditor, Robert Bosch GmbH, Germany

TARGET PARTICIPANTS

Leadership as a Daily Challenge: An Integrated Approach is designed for executives and mid- to upper-level managers who are focused on improving their leadership skills, knowledge, and effectiveness. Participants come away with an enhanced ability to produce a sustainable competitive advantage for their organizations.

Recommended participants include those who:

- Supervise departments or diverse teams
- Lead complex projects or organizational change
- Manage relationships between different functions and stakeholders
- Are accountable for delivering results in global business
- Hold or aspire to a key role in their operation
- Develop talent within their organization



PROGRAM HIGHLIGHTS

The program focus is improving leadership competencies, strengthening the impact of managers, and understanding the role of leaders in the daily activities of an organization. Through the use of a unique integrated approach of tying the learning from different fields to actual personal leadership challenges and experiential application, participants are provided with the knowledge and tools to effectively address the challenges they face every day, enabling them to:

- Focus valuable energy on identifying and developing star performers on their teams, thus making the most of limited people resources
- Develop a greater understanding about their own leadership style and create holistic strategies to be successful in different situations
- Become more adept at leading change through a deeper knowledge of the underlying assumptions, models, and implications associated with change
- Build awareness of the power and dynamics at play in informal organizational networks, and develop the skills to exert their influence beyond the traditional hierarchy
- Achieve positive results in difficult situations by managing conflicts, negotiating disputes, and dealing with perceptual gaps as the root causes of recurring conflicts in teams

CORE FACULTY

Leadership as a Daily Challenge: An Integrated Approach brings together four recognized Carnegie Mellon University faculty with expertise in the fields of organizational behavior and management. Together they present and integrate four innovative leadership competencies.

ROBERT KELLEY

Adjunct Professor, Tepper School of Business at Carnegie Mellon University

Author of the national best-seller *How to Be a Star at Work: Nine Breakthrough Strategies You Need to Succeed*, Dr. Kelley has been described as an “entrepreneur of the mind.” He consistently stays a step ahead of the pack in creating new management practices used by world class organizations.

DAVID LASSMAN

Adjunct Professor, Heinz College at Carnegie Mellon University

Mr. Lassman is the Vice President of Operations for Leed’s, a 1,200-employee manufacturer of promotional products. He teaches “Organizational Management” and “Managing Change” in numerous programs at both the Heinz College and Tepper School.

DAVID KRACKHARDT

Professor of Organizational and Public Policy, Heinz College and Tepper School of Business at Carnegie Mellon University

Dr. Krackhardt’s research focuses on how the theoretical insights and methodological innovations of network analysis can enhance our understanding of how organizations function. He pioneered the concept of “cognitive social structures.”

LAURIE WEINGART

Carnegie Bosch Professor of Organizational Behavior and Theory, Tepper School of Business at Carnegie Mellon University

Dr. Weingart’s research and teaching focus on negotiation and conflict management in team settings. She is Director of the Center for Excellence in Communication and Leadership (EXCL) and publishes in top-tier management and social psychology journals.



REGISTRATION INFORMATION

Dates: October 6-11, 2013 (Sunday - Friday)

Location: Carnegie Bosch Institute at Tepper School of Business,
Carnegie Mellon University, Pittsburgh, Pennsylvania, USA

Register Online: <http://cbi.tepper.cmu.edu>

Limited Enrollment: To ensure a productive personal and interactive learning atmosphere, we limit enrollment to 35 participants. This group size guarantees a high return on your investment. Registrations are processed on a first-come, first-served basis, so register early.

Fee: The program fee of \$6,700 USD per person covers tuition, course materials, daily shuttle from the designated hotel, and most meals. Companies sending three or more participants, organizations with fewer than 500 employees, non-profits, and the government sector receive a 10% discount.

Accommodation: Rooms have been reserved at special seminar rates at a local hotel. Logistic details will be communicated to participants after registration. Cost of accommodation is not included in the program fee.

PLEASE REGISTER BY SEPTEMBER 13, 2013

For more information, email cbi@andrew.cmu.edu or call +1 (412) 268-7344

“I loved the mix of different cultures,
industries and sectors.”

Deputy Director, Government of Pakistan Revenue Division, Pakistan

CARNEGIE BOSCH INSTITUTE FOR APPLIED STUDIES IN INTERNATIONAL MANAGEMENT

The Carnegie Bosch Institute for Applied Studies in International Management is a unique alliance between the renowned Carnegie Mellon University in Pittsburgh, Pennsylvania (USA) and the Bosch Group, a leading global supplier of technology and services in the areas of automotive and industrial technology, consumer goods, and building technology, headquartered in Stuttgart (Germany). The Institute was established as an entity within the Tepper School of Business at Carnegie Mellon in 1990 through a major endowment provided by the Bosch Group. The Carnegie Bosch Institute is positioned at the intersection of academia and industry. The mission of the Institute is to improve international management and its impact on leadership by enhancing the knowledge and performance of managers and executives in global operations, as well as supporting academic research in the field. The Carnegie Bosch Institute sponsors five academic chairs, funds research projects focusing on the management of international corporations, and provides innovative executive education programs targeted to the needs of multinational companies.

THE CARNEGIE BOSCH INSTITUTE APPROACH

The Carnegie Bosch Institute is respected for its focus on innovative, integrated executive training concepts, an outstanding international faculty, and a high-quality customer experience. At Carnegie Bosch Institute we provide our participants with the strategies and tools for highly effective management and leadership in today's complex and ever-changing global business world. All Carnegie Bosch Institute programs provide high levels of interaction between faculty and participants, integrated case studies and group work sessions, and multiple active learning tools. And because the role of people in business is recognized, there are plentiful opportunities to discuss, share, reflect, and re-evaluate business approaches. In addition, the small group size and diversity of the participants facilitate a unique environment to exchange ideas, grow personally, and foster the development of long-lasting professional networks. The overall result is more effective leaders for today's complex world.

Carnegie Bosch Institute

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