Executive Programs

University of Georgia
Terry College of Business
Atlanta

Sample Programs
Leadership Development Programs

At the University of Georgia’s Terry College of Business, we understand that developing human capital and creating innovative processes drives financial performance and increases bottom line results. The Terry College’s Office of Executive Programs partners with organizations to understand business needs, identify professional development programs that foster leadership, drive innovation and strategy, and promote change.

Our programs help companies and their employees address specific business goals by collaborating with faculty and industry experts to create and develop problem-solving solutions. Creating results-oriented programs begins by leading key stakeholders through an analysis of business needs, and the identification of areas for talent development and desired learning outcomes. We then identify faculty and practitioners who can develop a program to meet specific business requirements.

Learn more about the Terry College’s customized professional development programs by visiting our website or contacting me directly. We look forward to the opportunity to work with you and your company to enhance leadership development skills and impact bottom line results.

Best regards,

Gary W. Sergent
Interim Director for Business Development
404-467-5130
gsergent@uga.edu

executive.terry.uga.edu
Leading for Engagement: 
Principles of Transformational Leadership

Many of the world’s top-performing organizations understand that employee engagement is a force that drives performance outcomes. Research by Gallup and others shows that engaged employees are more productive, more profitable, more customer-focused, and less likely to leave their employer. Unfortunately, Gallup Poll surveys over the last decade find that employee engagement has been on the decline.

Program participants will develop a new vocabulary on engagement and a new vocabulary on leadership. They're going to know whether or not their employees are engaged and why, as well as whether or not they are effective as leaders driving engagement.

The day includes a number of questionnaires to gauge your leadership style. Additionally, employee assessment tools will be provided so that managers can better determine their employees’ view of their work and their level of engagement.

**Key topics of discussion include:**
- Enhancing your ability to diagnose engagement problems
- Building your understanding of your own leadership style and preferences
- Becoming more transformational in your leadership style
- Transforming the disengaged workforce to drive business performance

The program will include a mixture of best practices in adult education including traditional lecture, experiential discussion, video clips, exercises, and assessments. Case examples from companies known for either engagement or transformational leadership such as Apple, Google, Zappos, SAS, and The Container Store will also be used.

---

**Instructor Profile**

Dr. Jason Colquitt is a Professor of Management in the Terry College of Business at The University of Georgia where he holds the William Harry Willson Distinguished Chair of Business. Dr. Colquitt served a prominent professional appointment as the editor in chief of the *Academy of Management Journal* from 2011 to 2013. His research interests include fairness, trust, and team effectiveness within organizations and personality influences on performance. He has published more than 30 articles in top journals, including the *Academy of Management Journal, Academy of Management Review,* and the *Journal of Applied Psychology.* Dr. Colquitt has served on six editorial boards and has been an ad hoc reviewer for 18 different research journals related to the field of organizational behavior. He received his undergraduate degree from Indiana University and his Ph.D. from Michigan State University.
Strategic Planning
Developing a Strategic Mindset and Decision Making

“However beautiful the strategy, you should occasionally look at the results.”
-Sir Winston Churchill, 1874-1965, English Statesman

Strategic planning is about competitive advantage and performance. Why does one firm perform better than another? How can a firm maintain its competitive advantage over time? Specifically, this course focuses on an understanding of the concepts, processes, players, and institutions in the strategic business environment and on how managers can develop and implement effective business-level and corporate-level strategies through external (industry-level) and internal (firm-level) analyses.

An overview of strategic planning models which will enable you to:

- Analyze the internal and external environments of the firm through a SWOT analysis and its underlying components, including VRIO, Value Chain, and 5 Forces analyses
- Understand the types and implementation of business-level and corporate-level strategies as well as their benefits and drawbacks
- Distinguish the benefits and drawbacks of strategic implementation vehicles (e.g., mergers, acquisitions, takeovers, alliances, restructuring, Foreign Direct Investment)
- Discuss the function of corporate governance in a public corporation as well as the current issues related to corporate governance
- Explain biases associated with strategic planning and strategic decision making

Case studies and general financial concepts will be used to illustrate and enhance understanding of the concepts presented.

Dr. Scott D. Graffin is an Associate Professor in the Terry College of Business at The University of Georgia where he is also an Associate Editor, Academy of Management Journal. Dr. Graffin has worked as a professor at the University of Georgia since 2006. He has won multiple teaching awards during his career including the Terry College of Business Outstanding Teacher award and he was also named the Professor of the Year in the MBA program at the Terry College. His research focuses on corporate governance and also impact of reputation, status, and organizational impression management activities on organization outcomes. Broadly, his research suggests that such social evaluations impact a number of corporate governance outcomes including assessments of executive compensation, CEO turnover, and firm quality.

Dr. Mike Pfarrer is an Associate Professor of Strategic Management in the Terry College of Business at The University of Georgia. He received his Ph.D. from the University of Maryland. His research focuses on external perceptions of firm behavior and how the firm manages these perceptions to create value. His specific interests include corporate reputation and celebrity, corporate communications and crisis management, media coverage of corporate behavior, and the role of business in society. Dr. Pfarrer’s research has been published in several leading journals, including the Academy of Management Journal, Academy of Management Review, Journal of Management Studies, Organization Science, and Organizational Research Methods.
Creating High Performance Teams

*Leadership is the day to day communication about the real issues.* - Chris Argyris

Today’s business challenges require that leaders effectively advance their ability to influence and communicate:

*Up (bosses/more senior leaders) * Down (direct reports) * Sideways (peers/clients) * Externally (customers/suppliers)

Skills to communicate effectively with or without authority are critical to influencing across the organization to lead, coach and drive performance through others. Significant experience working globally with people at all levels and across most industries and functions, we know what differentiates people’s ability to exercise leadership in each of these domains and the derailers that limit effectiveness across the globe.

Creating High Performance Teams is an insightful, interactive session that focuses on enabling leaders at all levels to build the skills required to create alignment, lead and influence in a rapidly changing marketplace. The program creates a common framework for communication that drives dialogue about the real issues and creates learning for both parties.

**Work On What's Important To You**

Over half the time in this program is dedicated to solving participants real issues. Participants bring cases that represent a significant and relevant challenge to which they have applied their best thinking and have been unable to solve. We spend most of the workshop applying new thinking and skills to these challenges.

**Create Lasting Results**

We work with the right people up front to understand your business, your issues and the results you need. The program is tailored to ensure measurable results. This builds confidence in new skills and ensures that they will be used over and over to become embedded in your culture.

**Create New Team Norms for Communication**

Corporate teams need to address real (and often difficult) issues to drive results. This requires an environment where candor is the norm and hidden agendas are few. One that fosters discussion, push-back, and honest feedback—where everyone’s point of view is heard and the best solutions emerge from collaboration. Our programs create this with an impactful team development experience. Your team will get to know each other well while working together to solve big challenges in a new way. The experience will create new norms for how people are expected to raise and discuss the real issues that drive your business.

**Expected Outcomes**

**Participants will learn how to…**

* Recognize the communication patterns, beliefs & mindsets that limit their ability to communicate when it's most critical.
* Leave with a plan and the skills to make progress on a real issue that they haven't been able to solve.
* Make progress on real business issues that matter to the participants and their organization.
* Use coaching techniques to support performance in others.

---

**Instructor Profile**

**Jennifer Eggers** is the President and Founder of LeaderShift Authentic Insights, Inc., and a Strategic Partner to the University of Georgia, Terry College of Business Executive Programs. She is an innovative executive with significant HR and Operational experience and a passion for creating insights that drive results. With a unique ability to align diverse stakeholders, her global experience in both consulting and corporate roles enabled Jennifer to build an integrated approach to developing leaders and organizations, optimizing talent, structure and processes. She is known for driving behavior change and enabling leaders to improve their ability to drive performance through others. Jennifer is a former Partner with Cambridge Leadership Group and has held senior roles at Bank of America, AutoZone, and Coca-Cola Enterprises.
Why Partner with UGA’s Terry College of Business?

THE UNIVERSITY OF GEORGIA Terry College of Business has been in the business of business education for 100 years, initially as the School of Commerce and now as the Terry College of Business. UGA has earned a reputation as one of the premier research-based universities in the world, and Terry one of the top business schools in the nation. We are proud of the caliber of faculty, staff, and students we have attracted to the Terry College, and we’re confident that if you take a closer look, you will be impressed by what we have to offer.

THE TERRY COLLEGE OF BUSINESS addresses the needs of students and the business community through innovative programming and service. Ranked 14th worldwide by The Economist among Executive MBA Programs, 18th by U.S. News & World Report among undergraduate business administration programs, and other top 5, 10, or 15 specialty rankings including accounting, MIS, real estate, and risk management, the Terry College excels in building talent across the country and around the world. The Terry Executive Education Center in Buckhead provides state-of-the-art classrooms and meeting space for our non-degree Executive Education, Executive MBA, and Professional MBA Programs.

THE TERRY COLLEGE OFFICE OF EXECUTIVE PROGRAMS specializes in the design of executive education open enrollment, certificate programs, conferences, and custom engagements for executives and emerging leaders. We are especially proud of our new certificate programs that focus on the topics of leadership, innovation, and business acumen. We are a proud member of the International University Consortium for Executive Education (UNICON). In addition to leadership development certificate programs, the Office of Executive Programs also offers customized programs designed to meet individual company needs. For full details, please visit our website at executive.terry.uga.edu.

OUR APPROACH is unique in the market, offering a framework to help organizations better align their people to business performance. We provide an end-to-end solution to the performance challenges you face, with the ability to scale, using a five-phase approach to curriculum design. While each custom program is built from the ground up with every new client, Terry’s Custom Program Methodology serves as a building block to ensure that the program targets the unique needs of your organization. Experiential, specific and real-world are the tenets of our practice.

¹ Among U.S. Public Institutions
For further information, please contact

Executive Programs

expr@uga.edu

3475 Lenox Rd. NE, Suite 300
Atlanta, GA  30326
(866) 238-0756

executive.terry.uga.edu