Improve your knowledge and skills and broaden your perspective in your role as a leader.

This program is designed around the Executive Leadership Competencies:

- Business Acumen
- Leading Change
- Leading People
- Results Driven
- Building Coalitions/Communication

In cooperation with the Oklahoma State University and the University of Oklahoma
THE CHALLENGE
Leaders from all public agencies are under increased pressure to produce results. With limited resources and flexibility, how can public executives achieve such improvements?

THE PROGRAM
You are invited to attend The Executive Development Program for State Officials, uniquely designed for top executives. The program is a collaboration of Oklahoma State University and the University of Oklahoma. This extensive four-and-a-half-day residence program is designed around five Executive Leadership Competencies: Business Acumen, Leading Change, Leading People, Results Driven, and Building Coalitions/Communication.

THE BENEFITS
The Executive Development Program offers the following benefits:
- An educational experience designed to improve the way you think and make decisions
- An opportunity for you to exchange ideas and learn new skills in an interactive setting
- A pooling of resources from Oklahoma State University and the University of Oklahoma to deliver a top-quality program

WHO SHOULD ATTEND?
The program is designed for cabinet secretaries, agency directors, and top-level executives within state government and other organizations.

WHAT YOU WILL LEARN
Within the five core competencies, participants will be able to develop and enhance the following:
- Understand the scope of the executive
- Be able to develop and implement decisions and understand the potential impact of decision-making
- Understand organizational change and how it affects others
- Identify a sense of strengths and development areas in specific behaviors, which can help you achieve goals
- Become aware of cultural and environmental changes that will affect the future of the agency
- Identify the keys to relationships, communication and interpersonal team building, and inter-organizational cooperation to implement programs effectively

In cooperation with Oklahoma State University and the University of Oklahoma
**BUSINESS ACUMEN**

**Decision Making and Critical Thinking: Key Factors**
The job of a manager is to make decisions. In fact, the success of your organization and your career hinge on your decision-making ability. Unfortunately, our brains often get in the way of effective decision making by playing tricks on how we perceive and interpret information. You will learn to think more carefully about the decisions and judgments that you and other people make and increase your awareness of how the brain tricks us into thinking we are being rational about decisions.

**Organizational Problem Solving Using Action Learning**
This session provides a unique opportunity for state leaders to tackle real-time agency problems using Action Learning. Using reflective questioning in addressing organizational challenges, attendees develop and refining the leadership competencies necessary to lead effectively in the workplace. Individuals and/or teams then put forth carefully conceived, practical action plans for real-time agency challenges. All the while, individuals hone personal leadership skills and build an interconnected fabric of professionalism that enhances the performance and learning culture of their respective organizations.

**RESULTS DRIVEN**

**The Rise and Fall of Entitlement**
Entitlement may be defined as “receiving a reward based on who you are not what you do.” Entitlement is a severe threat to productivity and individual initiative. This session investigates how such cultures are specifically created within organizations, how to recognize such creation variables, and what may be done to stem the growth of entitlement.

**LEADING CHANGE**

**Developing Influence in Public-Sector Organizations**
The process of bringing about incremental or radical change in public-sector organizations is very different from the process in the private-sector. Unlike the private sector where executives can rely on tangible incentives, public-sector executives have to rely on intangible rewards, shared values, and personal influence tactics to bring about change. This session helps participants identify their sources of power, learn how to develop influence, and use that influence to help bring about change in governmental organizations.

**LEADING PEOPLE**

**DiSCover Your Leadership Strengths**
Personality aside, individuals have their own styles of responding and adapting to work settings and other people. The best leaders understand why and how people act the way they do. Use the DiSC model to gain this crucial knowledge. You will discern how to lead successfully by appropriately handling individual behaviors. DiSC is a widely used self-discovery tool and model of human behavior that people use to understand why and how they and others say and do things based on their style tendencies. Once people understand these behavioral styles, they can gain new and valuable S.O.S. insights — awareness of Self, Others, and Situations they encounter.

**Emotional Intelligence: Competencies of Star Performers**
Emotional Intelligence (EI) is the set of emotional and social skills that influence the way we perceive and express ourselves, develop and maintain relationships, cope with challenges and use emotional information in an effective and meaningful way. During this EI session, you will learn how these competencies affect behavior, motivation and conflict management. You will be provided with precise feedback from the EQ-I 2.0, an emotional intelligence assessment that can be used to understand and design development plans for your EI.

**From Traditions to Generation Z: Leading Generations at Work**
Ever wonder how new hires could be so impatient or how your boss could never have heard of “IM-ing”? The answer largely lies here: For the first time, four generations are converging in the workplace. Examine how the different life experiences of Traditions, Baby Boomers, Generation X, and Millennials create challenges in communicating and collaborating. You will also consider ways to bridge the generational divide.

**The Strength of Difference: Toward a Positive, Diverse, and Inclusive Workplace**
This interactive workshop invites participants to discuss, analyze, and synthesize ideas related to diversity and inclusion on the job. After this workshop, participants will be able to articulate how diversity is a source of strength in our work environment.

**BUILDING COALITIONS/COMMUNICATION**

**Accessing and Engaging Employees**
This session will address four attributes that can help executives in the organization better engage their employees: a) power; b) information; c) rewards and d) knowledge. High involvement leadership is a very effective platform for guiding discussion and keeping individuals focused on primary issues in the workplace.

**Building Powerful Communication Skills**
This session explores leadership communication from the perspectives of crafting effective messages and listening with intensity. First, the session reveals two key strategies for giving corrective feedback to employees—feedback which can encourage cultural development and reinforcement in powerful ways. Then, the session explores how the supervisor-subordinate relationship slows the transmission of bad news upward. Recommendations and techniques for listening through employees’ indirect messaging are discussed so that you can get the bad news you need to lead.

**Storytelling to Enhance Organizational Performance**
There has never been a society that did not use the telling of stories to establish its culture. Within organizations, storytelling is also a valuable technique to create and maintain “culture” while motivating employees. Additionally, stories are used to resolve conflict and to generate customer “evangelists.” This session provides you with ideas regarding storytelling in your organization as a valuable management tool.
THE PROGRAM’S UNIQUE ASPECTS

The Twelfth Annual Executive Development Program is a customized executive education program developed especially for top-level state officials. The government/academic partnership allows bridges to be built. The program is presented by outstanding faculty, all of whom are widely acknowledged experts in their respective fields. Senior faculty from Oklahoma State University and the University of Oklahoma are involved in the program and accessible to the participants.

<table>
<thead>
<tr>
<th>Monday, July 17</th>
<th>Tuesday, July 18</th>
<th>Wednesday, July 19</th>
<th>Thursday, July 20</th>
<th>Friday, July 21</th>
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<tbody>
<tr>
<td>8 to 10 a.m.</td>
<td>Registration begins at 8 a.m.</td>
<td>Developing Influence in Public Sector Organizations</td>
<td>Building Powerful Communication Skills</td>
<td>Accessing and Engaging Employees</td>
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<tr>
<td></td>
<td>Welcome and Introductions at 9 a.m.</td>
<td>Raj Basu, OSU</td>
<td>Ryan Bisel, OU</td>
<td>Bryan Edwards, OSU</td>
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<td>Teambuilding and networking 9-10 a.m.</td>
<td>Kirk Wimberley, OSU</td>
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<tr>
<th>10:15 a.m. to 12:15 p.m.</th>
<th>The Rise and Fall of Entitlement: Creating a Culture of Accountability</th>
<th>Storytelling to Enhance Organizational Performance</th>
<th>Organizational Problem Solving Using Action Learning</th>
<th>Accessing and Engaging Employees</th>
<th>Decision Making &amp; Critical Thinking</th>
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<td></td>
<td>Lee Manzer, OSU</td>
<td>Lee Manzer, OSU</td>
<td>Patrick Malone, American University</td>
<td>Bryan Edwards, OSU (10:15-11:15 a.m.)</td>
<td>Mac McCrory, OSU (11:15 a.m.–12:15 p.m.)</td>
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<th>12:15 to 1:30 p.m.</th>
<th>Lunch provided (12:15 - 1:00 pm)</th>
<th>Lunch on your own</th>
<th>Lunch on your own</th>
<th>Lunch on your own</th>
<th>Lunch and Certificate Presentations</th>
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| 1:30 to 3:30 p.m. | Emotional Intelligence: Competencies of Star Performers - Part 1 | DiSCover Your Leadership Strengths | Organizational Problem Solving Using Action Learning (cont.) | Leading Change | From Traditionals to Gen Z |
|                  | Alexis Smith-Washington, OSU (1:00 - 3:00 p.m.) | Ken Eastman, OSU | Patrick Malone, American University | Matt Bowler, OSU | Ken Eastman, OSU |

| 3:45 to 5:45 p.m. | Emotional Intelligence: Competencies of Star Performers - Part 2 | Organizational Problem Solving Using Action Learning (cont.) | The Strength of Difference: Toward a Positive, Diverse, and Inclusive Workplace |                      |                      |
|                  | Alexis Smith-Washington, OSU (3:15 - 5:15 p.m.) | Patrick Malone, American University | Lupe Davidson, OU |                      |                      |

| Reception with heavy hors d’oeuvres (5:15 p.m.) | (Group photo at 5:45) |                      |                      |                      |                      |
The Executive Development Program for State Officials

*Improve your knowledge and skills and broaden your perspective in your role as a leader.*

**APPLICATION**

Please complete the enclosed application form and return it to Oklahoma State University. There is an early bird discount for registrations received by June 19, 2017. All registrations must be received by July 6, 2017. Enrollment confirmations will be sent to participants.

**DATE AND FEES**

**Date:** July 17–21, 2017

*Early Bird Registration received by June 19, 2017*

$2,650 per person, which includes instruction, refreshments, two lunches, an opening night reception, goody bag and all electronic program materials.

*Registrations received between June 20 and July 6, 2017*

$2,850 per person, which includes instruction, refreshments, two lunches, an opening night reception, goody bag and all electronic program materials.

**PROGRAM MATERIALS**

The program fee includes the materials in electronic format. If you would prefer a hard copy of conference materials in a binder, there is a $50 additional fee.

**CANCELLATION POLICY**

All cancellations must be received in writing from the sponsoring organization. A full refund will be made for cancellations received by June 14, 2017. Cancellations received after that date may be charged fees based on expenses already paid in the participant’s behalf. Substitutions may be made until July 6, 2017.

**LOCATION**

The program will be held at The University of Oklahoma Health Science Center PHF Conference Center located at 655 Research Parkway, Suite 100, Oklahoma City, Okla. 73104. The registration fee does not include hotel rooms.

**FACULTY/INSTRUCTORS**

- **Raj Basu**, Vice President for Student Affairs, OSU-Tulsa, and Associate Professor of Management, Spears School of Business, Oklahoma State University
- **Ryan Bisel**, Associate Professor of Organizational Communication, Department of Communication, University of Oklahoma
- **Matt Bowler**, Associate Professor, Department of Management, Spears School of Business, Oklahoma State University
- **Lupe Davidson**, Assistant Professor of Business Communication, Co-Director for Center for Social Justice, Affiliate Faculty for Women’s and Gender Studies, Michael F. Price College of Business, OU
- **Ken Eastman**, Dean, Norman & Suzanne Myers Endowed Chair For Excellence in Business Administration, and Richard W. Poole Professorship for Excellence, Spears School of Business, Oklahoma State University
- **Bryan Edwards**, Associate Professor of Management and Joe Synar Chair, Director of the Eastin Center for Talent Development, Spears School of Business, Oklahoma State University
- **Patrick Malone**, Director, Key Executive Leadership Programs, Department of Public Administration and Policy, American University, Washington, D.C.
- **L. Lee Manzer**, Professor of Marketing, Spears School of Business, Oklahoma State University
- **Mac McCrory**, Adjunct Instructor, Department of Management, Spears School of Business, Oklahoma State University
- **Alexis Washington**, Assistant Professor, Department of Management, Spears School of Business, Oklahoma State University
Quotes from past participants of the Executive Development Program for State Officials

“I’ve been to many, many leadership conferences starting in middle school. Never have they been more motivating or inspiring. The group of instructors were the cream of the crop and have given me a whole new perspective on my role.”

Tanna Kilpatrick, Director of Laboratory Services, Oklahoma Department of Agriculture, Food, and Forestry

“The program is a valuable development opportunity. The week was full of insights into public organizational management, as well as myself as a person.”

Buffy Heater, Chief Strategy Officer, Oklahoma Health Care Authority

“The State’s Executive Development Program is a truly extraordinary journey filled with inspiring presentations by incredible presenters, which expands one’s self awareness and builds one’s leadership skills.”

Janelle Bretten, Chief of Programs, State of Oklahoma, Office of Juvenile Affairs

“Well-coordinated program with high caliber speakers addressing issues relevant across all sectors of public leadership.”

Marlene Asmussen, Director of Population Care Management, Oklahoma Health Care Authority

“In almost every session, I learned something I can use immediately on the job. There were many ‘ah-ha’s’ that deepened my understanding of and skill leading.”

Gail Wettstein, Director of Adult Protective Services, Oklahoma Department of Human Services

FOR MORE INFORMATION AND TO REGISTER:
OSU Center for Executive and Professional Development
Spears School of Business  |  Oklahoma State University
Telephone: 405.744.5208  |  Toll free: 1.866.678.3933
E-mail: cepd@okstate.edu  |  Register online: cepd.okstate.edu
Selected sessions of the Executive Development Program can be adapted to bring on-site to your organization.