# Executive Leadership Graduate Certificate Program

The Executive Leadership Graduate Certificate series provides you with the critical skills to lead your organization to success through a series of six core courses and two electives that give you the flexibility to customize the program to meet your goals.

## Quality and Service Excellence

In an increasingly competitive global environment, quality is no longer considered a nice-to-have luxury. It's a requirement for successfully competing and surviving in the marketplace. While the concepts, tools, and procedures for quality and process improvement are now universally recognized and firmly placed in a large number of high-performing organizations around the world, it was not always so. The importance of quality in organizations has gone through a complete evolutionary cycle.

In this course, you will develop measures and standards of service quality, devise practices that improve employee learning and outcomes, and evaluate different approaches to process improvement, all based on the research and expertise of Cornell University Professor Rohit Verma, PhD. Using the tools provided in this course, you will be able to relate strategic decisions to their impact on organizational performance. And with the completion of an action plan at the end of the course, you will be ready to apply what you learn to your own organization.

## Leading Collaborative Teams

In today's workforce, adaptation and responsiveness are key elements in the success for an organization. As turnaround times shorten and demands increase, organizations must leverage teams to reach strategic goals and fulfill initiatives. Based on the expertise and research of Kate Walsh, PhD, students in this course will diagnose team needs, set expectations for development, utilize conflict to augment change, and build team autonomy to support leaders in embracing a more strategic focus.

## Strategic Decision Making

The ability to make effective and timely decisions is an essential skill for successful executives. Mastery of this skill influences all aspects of day-to-day operations as well as strategic planning. In this course, developed by Professor Robert Bloomfield, Ph.D. of Cornell University's Johnson Graduate School of Management, you will hone your decision-making skills by following a methodology based on tested actions and sound organizational approaches. You will leave this course better equipped to confidently tackle any decision large or small, and you'll do so in a way that creates the optimal conditions for success.

## Leading With Credibility

Managers who are seen practicing what they preach and following through on promises enjoy dramatically enhanced credibility and loyalty. They inspire workers to perform well and even to go beyond what is asked of them. Credibility is not all it takes to be successful, but no trust or meaningful relationship with those you manage can happen without it.

This course, developed by Professor Tony Simons, Ph.D., focuses on this critical element of leadership, and helps students develop the awareness, skills and habits necessary for mastering it.

## Motivating People for High performance

Leaders are responsible for encouraging the highest possible performance from their employees.  Most leaders recognize that motivation is a key driver of high performance. Few leaders are skilled at choosing the right combination of approaches and tools to motivate all of their people. Cornell University Professor Risa Mish provides a learning experience that builds on the important premise that not all individuals are motivated by the same things, and some might be demotivated by the same conditions or incentives that motivate others. This course prepares leaders to analyze performance problems and assess whether they actually can be attributed to a lack of motivation or to one of several other root causes.

When students determine that poor workplace performance is indeed caused by a lack of motivation, they will use the motivation techniques that will be most effective for all the people involved. Leveraging the work of two American social psychologists to address the factors that may be demotivating people, students will learn how to increase the factors that do motivate people and improve workplace performance. Students will also use the three primary drivers of human motivation to foster better performance on the job.

## Coaching Skills for Leaders

Coaching is about building relationships—and it's essential in order for your organization to move forward together to achieve better results. Being an effective coach requires skills that can be practiced and mastered, including listening, building credibility and trust, and showing empathy. In this course, Cornell University's Dr. Samuel Bacharach, will help you distinguish between coaching and traditional supervision. You will identify the five functions of coaching and the rules for having coaching conversations. Finally, you will examine some of the classic coaching mistakes that people often make and identify how you can avoid repeating those mistakes yourself.

## Leading for Creativity and Innovation

One of the challenges organizations face today is how to innovate. Innovation has become the modus operandi of organizational life. Every organization needs to innovate quickly to stay competitive. But what does "innovation" really mean?

In simple terms, innovation is the practical application of creative ideas to drive organizational results; innovation results in something useful that benefits the organization. In this course, Cornell University's Professor Samuel Bacharach, Ph.D., clears away common misconceptions about the mystery surrounding this popular buzzword and identifies how individuals can harness

creative energy to drive innovative results. Students will identify strategies for encouraging divergent thinking and examine methods of fostering a culture of innovation.

## Leading Strategic Change Initiatives

If you're in charge of developing and leading strategic organizational change, there are certain tools and concepts you must be familiar with. In this course, the emphasis is on cultivating your ability to assess the need for change. By determining why your organization or team needs change, you'll be able to better answer questions like: What should you change and how should the change be handled? You will explore the political and complex process of introducing change, which includes motivating others, dealing with resistance and the emotional elements of change, and finally, extending change over time and sustaining it. The course is designed to give you practice so you can initiate and carry out a change effort.