Leadership is the key to enduring success for any individual. This non-credit leadership program brought to you by the College of Charleston’s Center for Continuing and Professional Education, in collaboration with the Charleston Metro Chamber of Commerce, will empower our community’s leaders to accomplish goals that matter, inspire others to join them in working towards these goals, and leave a lasting legacy.

Participants will enhance their leadership potential and become catalysts for change in their communities, state, country and beyond. This program is designed for any professional from corporate, small business, nonprofit, government and education sectors.

### Series Instructors

**Lorraine Cichowski**

is a long-time digital media executive who has built and led large, diverse teams in product development, sales, marketing, software development, design and engineering. Most recently, she was Senior Vice President and Chief Information Officer of The Associated Press, where she oversaw a 600-person global technology team and helped engineer the digital transformation of the 170-year-old news agency, including the launch of a breaking news video service. During her tenure, Information Week honored AP for its innovative use of technology. Previously, she founded and ran usatoday.com as publisher, growing it to be one of the most-visited news websites, and has developed digital strategies and marketing and communications plans for academic institutions and media companies. Lorraine serves on advisory boards of several startups.

**Rick Self**

chairs a Charleston CEO Private Advisory Board, coaches CEOs, mentors entrepreneurs and MBA students, and consults on leadership and decision-making. His career has included CEO roles in three high-performance organizations – a $200M research firm, a national technology consortium and a nuclear attack submarine. He has also served on the board of six organizations. In his most recent role as president of Advanced Technology International, his firm was cited by the Wall Street Journal as one of America’s Top 15 Workplaces and as S.C.’s 9th-fastest growing company. Self trained leaders in the military and private sector, and has spoken extensively on topics that include leading innovative business models for joint ventures, strategy execution, senior leadership teams and decision-making.

**Pam Mayer, Ph.D.**

is a consulting psychologist who designs and delivers leadership development programs for managers and executive teams. She is adjunct psychology faculty at the College of Charleston where she teaches organizational leadership. Previously Mayer was Branch Director and VP at the Center for Creative Leadership, an international research and training organization in the applied behavioral sciences. In this role she coordinated a network of international licensees and also managed training and executive coaching for the Center’s largest US training site. Mayer worked as Director of Executive Development in two international corporations with sites in Europe, Asia, and the United States. She has extensive experience in instrumentation, and co-authored the Entrepreneurial Mindset Profile, a measure of personality and skills associated with entrepreneurial leadership.

### Who Should Attend?

Anyone who ...

- works with people, especially when managing them and helping them grow.
- is seeking to expand their capability to assume roles of greater responsibility.
- is recruiting, retaining, developing and harnessing leadership talent.
- whose current or future roles include defining direction for their team, and aligning a team’s efforts towards common goals.
- has difficulty giving feedback and coaching (like 99% of us!).
- who wants to raise performance standards with accountability.
Next-Level Leadership Courses
College of Charleston North Campus ($675)

1. Communication and Relationship Management
   September 25, 2015 | Noon - 2:00 p.m.
   Lorraine Cichowski

Learning to communicate effectively and manage relationships in the workplace with peers, subordinates and bosses is an art. This session is designed to give you practical tools and practice to become more successful in this area. Upon completion of this session, you will be more prepared to:
   • give constructive feedback,
   • prepare in advance for positive relationships,
   • deal with issues directly,
   • understand how to work with peers,
   • influence bosses.

In this interactive session, you will work on real issues, discuss problems and get help from peers. This session will help prepare you to become a better leader.

2. Difficult Conversations and Transitioning to a Higher Level of Management with Ease
   October 9, 2015 | Noon - 2:00 p.m.
   Lorraine Cichowski

Do you remember when you first went into management? Peers - some of them friends - became subordinates, and relationships changed. Learning to have difficult conversations with people can be very tricky. It is easy to give positive feedback, but helping people develop involves helping them improve. How do you effectively give advice on this? This session is designed to give you practical tools and practice to become more successful in this area.

Upon completion of this session, you will be more prepared to:
   • handle difficult interpersonal situations at work,
   • know how to prepare and what to say when dealing with your people,
   • develop a game plan when taking on new management tasks.

In this interactive session, you will work on real issues, discuss problems and get help from peers. This session will help prepare you to become a better leader.

3. Decision-Making and Problem Solving
   October 23, 2015 | Noon - 2:00 p.m.
   Rick Self

Decision-making is one of the defining characteristics of leadership. Learning to understand the decision-making process will thereby help you to systematically make better, faster and more confident decisions. This session is designed to give you a practical decision-making process model adaptable to a broad range of decisions and problem solving. Upon completion of this session, you will be more prepared to:
   • frame decision issues clearly,
   • confidently select the correct process for a particular decision,
   • generate a robust set of alternatives,
   • employ an appropriate set of decision-making tools for individual or consensus decisions,
   • generate consensus among a diverse group.

The course will cover methods and the factors that can adversely impact sound decisions, including cognitive biases and group dynamics. This session will hone a critical leadership skillset.

4. Negotiation, Persuasion, Influence, and Collaboration
   November 6, 2015 | Noon - 2:00 p.m.
   Rick Self

This course builds on the prior decision-making session to address four interrelated skills whose cumulative effect on successful outcomes is substantial. The cognitive science insights that improve our own decision-making offer similar benefits in scenarios where we seek to ethically influence the decisions of others. This session will provide practical strategies and tools to use in both personal and professional applications. Upon completion of this session, you will be better able to:
   • apply 6 proven principles of influence to negotiation, persuasion and collaboration situations
   • effectively prepare for negotiation and persuasion opportunities to ensure improved outcomes
   • understand, recognize, and manage negotiation tactics and negative behaviors
   • determine when to walk away from a negotiation
   • collaborate effectively to craft win-win solutions

The material has direct application across most fields of business, especially areas such as marketing, sales, advertising, deal-making, contracting, buying, and partnering.

5. Management Practices which Support Innovation
   November 20, 2015 | Noon - 2:00 p.m.
   Pam Mayer

Innovation is playing a major role in the way business is conducted at every level. Those organizations which foster corporate entrepreneurship are viewed as dynamic entities willing to revise outmoded routines and take advantage of new business opportunities. But, to do so, managers must know and embody those practices which best support innovation. In this session you receive individual data regarding your current “entrepreneurial mindset” and learn leadership skills to do the following:
   • assess informally the dimensions of e-mindset within your own organization
   • compare your capabilities to both corporate and entrepreneurial business environments
   • identify those skill sets which can best leverage your specific role as a leader of innovation
   • create a Management Innovation Plan to implement right away in your organization.

A lively format is used that blends small group activities with personalized learning, peer feedback, and interactive large group experience. You will leave with a personalized “Management Innovation Plan,” to support the transformations which you are leading in your own workgroup. This plan will be further developed and supported in the session that follows this one.

6. Leveraging a Management Innovation Plan
   December 4, 2015 | Noon - 2:00 p.m.
   Pam Mayer

The working premise of this session is that senior, middle, and first level managers are responsible for developing entrepreneurial behaviors that create some of the essential core competencies for successful business competition. Based on your “Management Innovation Plan” created in the previous session, you will select and target skill building from a customized listing of activities in one or more of the following areas:
   • future focus
   • idea generation
   • execution
   • self-confidence
   • optimism
   • persistence

We will use experiential exercises to bring concepts alive and deepen learning. The combination of this session and the one just previous will augment your management abilities to build relationships that meet management challenges while also building innovation and high performance in the workplace.

For more information or to register: north.cofc.edu/continuing-ed/exec-ed-leadership/next-level-leadership.php