



## CERTIFICATE IN EXECUTIVE LEADERSHIP

As an executive leader, you know your success depends on your ability to handle any challenge that comes your way. The Executive Leadership Certificate will help you develop the management and interpersonal tools necessary to inspire and lead your team and your organization to the next level of success. Regardless of the scope of your organization, this certificate will give you the perspective needed so that you can develop a broader understanding of how cultural rules, stereotypes, and assumptions inform the way you think and work. Ideal for individuals who are leading a team, this series equips you with a variety of skills—from understanding how and when to negotiate to steps for developing a tactical plan, as well as tips on when to execute a change initiative in order to bring greater quality and service excellence to your organization.

### Certificate Courses

This certificate requires approximately 48 hours of study time and is earned upon completion of the eight courses below. Course descriptions can be found on the reverse.

- Strategic Decision Making
- Leading Strategic Change Initiatives
- Leading Collaborative Teams
- Leading for Creativity and Innovation
- Negotiation Skills
- Leading Organizational Change
- Quality and Service Excellence
- Leading across Cultures

### About Online Learning at Cornell

Our online courses offer a proven model for successful management development and incorporate the best aspects of online and traditional classroom learning, including:

- Engaging and rigorous course design that centers on authentic business scenarios and provides the resources and tools learners need to resolve the issues they pose
- Learning experiences that target individual competencies and skills
- Asynchronous collaboration activities that contribute to knowledge and experience sharing among the course participants and the course instructor
- Course projects, discussion forums, and job aids that help participants apply their new skills to real organizational situations
- New skill development through interactive assessments and simulations

### Pricing & Registration

The eight-course certificate price is US\$4800. Register online at:

**[sha.cornell.edu/online/exec-leadership](https://sha.cornell.edu/online/exec-leadership)**

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## **Strategic Decision Making**

Learn how to make timely, well-reasoned business decisions through a proven methodology. Determine the most important features of the decision you need to make based on the setting and the context, as well as how to communicate your decision. Establish responsibilities and accountabilities to ensure effective follow-through on decisions made.

## **Leading Strategic Change Initiatives**

Learn how to properly lead change within your organization to ensure the process is successfully managed and implemented with minimal resistance. Articulate a change vision and build an approach for identifying and influencing key stakeholders. Establish a process framework for leading the change initiative and develop an action plan for the introduction of change in your own work setting.

## **Leading Collaborative Teams**

In order to effectively lead a team, you must first figure out how to ensure that your team works seamlessly together. Learn how to build a functional and successful team. Learn how to diagnose team skill sets and develop a plan to build synergy and collaboration. Facilitate team development and determine team expectations and goals.

## **Leading for Creativity and Innovation**

Find out what innovation is and how to apply the concept to your team for successful implementation of cutting-edge ideas. Learn the definition of “innovation” and its relevance to organizational results. Identify strategies for encouraging divergent thinking and ways to foster a culture of innovation.

## **Negotiation Skills**

Being able to effectively negotiate is a critical skill that can be used in all aspects of your life—not just in the business world. Learn the ins and outs of negotiation, including how and when to negotiate. Explore critical decisions such as when to negotiate, when not to negotiate, whether you should make the opening move in a negotiation, and how many issues you want to put on the table. Categorize and prioritize the issues to be negotiated.

## **Leading Organizational Change**

Learn how to effectively manage change in your organization by knowing when change is needed, working on getting the change accepted organizationally and implementing change in the best way possible. Identify the change process as it relates to organizations. Examine strategies for overcoming organizational inertia and individual resistance to change.

## **Quality and Service Excellence**

If your customers aren't happy, your organization won't succeed. Learn how to ensure your organization is providing the highest quality service across the board. Develop measures and standards of service quality that are consistent with the expectations of internal and external customers. Devise employee-related practices that improve your organization's learning and thereby enhance service outcomes to customers.

## **Leading across Cultures**

In today's marketplace, leading multicultural teams is becoming the norm. Learn the skills needed to assess your organization and your management style to ensure you're leading a diverse team in the best ways possible. Assess your perspective so that you can develop a broader understanding of how cultural rules, stereotypes, and assumptions inform the way you think and work. Develop a greater awareness of three key cross-cultural dimensions: context, risk, and linear/parallel so that you understand why you think the way you do, which will lead to more effective interactions with people from other countries.

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