

Fall 2020/Spring 2021 Course Catalog  
**EXECUTIVE EDUCATION**

CUSTOM SOLUTIONS + SHORT EXECUTIVE COURSES & CERTIFICATES

**Learn. Lead. Transform.**

Partner with Carlson Executive Education to learn the critical frameworks, tools, and skills needed to solve your toughest business challenges. Lead from the front by developing enhanced mindsets and leveraging new advances in a rapidly-changing business environment. As more effective leaders, transform your careers, your teams, and your organization.

**THE CARLSON ADVANTAGE**

A FULL SUITE OF PROVEN LEARNING SOLUTIONS DESIGNED TO MEET YOUR SPECIFIC BUSINESS NEEDS

WORLD CLASS FACULTY AND INDUSTRY EXPERTISE TO KEEP YOU ON THE CUTTING EDGE

AS PART OF THE UNIVERSITY OF MINNESOTA, A TRUSTED PARTNER COMMITTED TO DRIVING BUSINESS SUCCESS FOR OVER 50 YEARS

**Global Reputation**

Carlson Executive Education faculty are distinguished, experienced experts in their fields. They work extensively with executives and organizations across the globe.

**#10**  
 Worldwide Ranking in Business Administration  
*Academic Ranking of World Universities, 2019*

**#15**  
 Top 100 Worldwide Business School Rankings  
*UTD Top 100 Business School Research Rankings, 2019*

**#5**  
 QS Business Analytics Rankings (in U.S.)  
*QS World University Rankings, 2020*



**Trusted Partner**

**94%**  
 of Minnesota-based Fortune 500 firms chose Carlson Executive Education Programs for their leaders / 2017-2019

**1,283**  
 Leaders completed a Carlson Executive Education Program / 2019

## Course Formats

Every Carlson Executive Education experience is designed to immerse participants in the course topic and prepare them to return to their organizations with fresh energy and perspectives.

### IN-PERSON

These 2- to 5-day courses are held in the focused setting of Carlson School of Management's Executive Development Center at the University of Minnesota. Participants enjoy catered meals while mingling face-to-face with peers and faculty. The program discussions often spur organic connections and insightful problem-solving that extend beyond the course.

### LIVE ONLINE

This format provides cutting-edge business coursework and networking from the convenience of home or office. Live online courses are designed to be interactive and are in real-time; participants finish the courses in 2-3 days. Guided by our faculty, cohorts work through group discussions and interact directly with instructors and peers.

### ONLINE

Our online programs span 3-8 weeks and require approximately 4 hours per week for course work. Participants complete a blend of on-demand course work and live collaboration with faculty and peers. Cohorts will come together for virtual learning sessions with Carlson School faculty at regular points throughout the program.

## Executive Education Courses

Whether you're beginning your leadership journey or making the step up to the C-suite, we have programs to meet your development needs.

PROGRAM	START DATE	DURATION	FORMAT	Audience			
				EMERGING LEADERS	MID-LEVEL LEADERS	SENIOR LEADERS	C-SUITE
<b>2020</b>							
Women In Leadership: Inspire, Influence & Impact	Sep 16-18	3 Days	Live Online		•	•	
Design Thinking: Unleash Organizational Potential	Sep 16-17	2 Days	Live Online	•	•	•	•
Executive Presence	Sep 30-Oct 1	2 Days	Live Online	•	•		
Disruptive Innovation	Oct 12-Nov 23	8 Weeks	Online		•	•	•
Pricing for Profitable Decision-Making	Oct 20-22	3 Days	Live Online		•	•	
Business Analytics for Leaders	Oct 20-22	3 Days	Live Online		•	•	•
Inclusive Leadership	Oct 26-Nov 20	4 Weeks	Online	•	•	•	•
Finance for Non-Financial Managers	Nov 3-5	3 Days	In Person	•	•	•	
MBA Essentials	Nov 9-13	5 Days	In Person	•	•		
<b>2021</b>							
Storytelling for Leaders™	Feb 15-Mar 5	3 Weeks	Online	•	•	•	•
Emerging Leaders Bootcamp	Mar 2-4	3 Days	In Person	•			
Creating High Performance Teams	Mar 16-18	3 Days	In Person	•	•	•	
People Analytics: Building Business Value with HR Data	Mar 23-24	2 Days	In Person		•	•	•
Creating and Executing Strategy	Mar 30-Apr 1	3 Days	In Person		•	•	•
Leading Transformational Change	Apr 13-15	3 Days	In Person		•	•	•
Finance for Non-Financial Managers	May 1-3	3 Days	In Person	•	•	•	
Women in Leadership: Inspire, Influence & Impact	May 25-27	3 Days	In Person		•	•	
Inclusive Leadership: Fostering Diversity to Drive Performance	Jun 2-3	2 Days	In Person	•	•	•	•

**EARN A CARLSON EXECUTIVE EDUCATION CERTIFICATE**  Visit [z.umn.edu/certificates](https://z.umn.edu/certificates) for details.

## Course Details

Executive Education's short programs are two- to five-day courses that engage participants on a wide range of topics and deliver immediate business impact.

### Women in Leadership: Inspire, Influence & Impact

Sep 16-18 **\$4,500**

AUDIENCE: Mid-Level and Senior Leaders

DESCRIPTION: Discover strategies and tactics enabling women to become more effective leaders

KEY BENEFITS:

- Engage with accomplished women executives and learn from their successes and missteps
- Examine how to refine communication methods to increase message receptivity
- Explore how to manage conflict with direct, productive diplomacy

### Design Thinking: Unleash Organizational Potential

Sep 16-17 **\$3,200**

AUDIENCE: Mid- and senior-level professionals responsible for solving strategic challenges

DESCRIPTION: Learn the Design Thinking methodology and how to apply it to solve your specific business challenges.

KEY BENEFITS:

- Gain a tool kit of repeatable, scalable processes to bring back to your team
- Learn a new methodology for improving products or services
- Practice a solution-based approach to problem-solving in a hands-on Design Thinking boot camp

### Executive Presence

Sep 30-Oct 1 **\$3,200**

AUDIENCE: Emerging and Mid-Level Leaders

DESCRIPTION: Build the foundation to increase your leadership capital

KEY BENEFITS:

- Understand how to engage in effective executive dialogue
- Learn the keys to establishing a personal brand
- Create a plan to increase social capital

### Online Disruptive Innovation

Oct 12-Dec 4 **\$2,200**

AUDIENCE: Mid-Level and Senior Leaders

DESCRIPTION: Learn what disruptive innovation is and how to harness its power for your organization

KEY BENEFITS:

- Learn to see the patterns of 'disruption' and innovation opportunities
- Create a common language of key tools to drive disruption
- Discover how to implement the methodology to bring disruptive innovation to market

### Pricing for Profitable Decision-Making

Oct 20-22 **\$4,500**

AUDIENCE: Mid-Level and Senior Leaders

DESCRIPTION: Identify and capitalize on your firm's most profitable pricing opportunities

KEY BENEFITS:

- Build strategic pricing capabilities within your company
- Develop methods to identify the most profitable pricing opportunities
- Fight price wars effectively

### Business Analytics for Leaders

Oct 20-22 **\$4,500**

AUDIENCE: Leaders across all functional areas with P&L or significant project/functional responsibility (No prior technical expertise needed)

DESCRIPTION: Become an analytics champion within your organization and fuel a data-driven culture

KEY BENEFITS:

- Learn how to leverage machine learning and artificial intelligence for competitive advantage utilizing causal, exploratory, predictive, and prescriptive analytics
- Understand the transformative power of today's analytics, including the broad scope of business questions that can now be answered
- Learn best practices, including structured problem solving in deploying analytics projects

"The course was outstanding and the instructors were knowledgeable and engaging. I highly recommend this to companies of all sizes that collect data but aren't sure how to leverage it."

—CEO/CFO, INDEPENDENT NATURAL FOOD RETAILERS ASSOCIATION

### Online Inclusive Leadership

Oct 26-Nov 20 **\$1,300**

AUDIENCE: Mid- and senior-level leaders. Especially impactful for groups.

DESCRIPTION: Enhance your own inclusive leadership skills and learn a systems-design approach for fostering a profitable and diverse culture.

KEY BENEFITS:

- Learn how to position diversity as an asset to your business
- Develop a plan for inclusive management at your organization
- Identify your own leadership and communication style and harness it to lead diverse, productive teams

### Finance for Non-Financial Managers

Nov 3-5 **\$3,900**

AUDIENCE: Emerging, Mid-Level, and Senior Leaders

DESCRIPTION: Learn the language of finance and increase your ability to effectively impact decisions contributing to shareholder value

KEY BENEFITS:

- Read, understand, and interpret financial statements
- Make decisions using capital budgeting
- Understand financial metrics used by stakeholders to evaluate the health of the organization

"I need to make good decisions. I don't need to become a finance person, but I need to know why finance people care about the things they care about. This program gave me exactly this."

—VP HR, BIO-TECHNE

### MBA Essentials

Nov 9-13 **\$5,000**

AUDIENCE: Emerging and Mid-Level Leaders

DESCRIPTION: Enhance and sharpen knowledge in critical MBA areas including accounting, finance, strategy, marketing, operations, and organizational behavior

KEY BENEFITS:

- Acquire an overview of business frameworks, language, and skills
- Make stronger, more data-driven decisions
- Collaborate more effectively with colleagues and executives

## Online Storytelling for Leaders™

Feb 15-Mar 5 \$1,300

AUDIENCE: Emerging leaders through C-Suite

DESCRIPTION: Enhance your leadership communication skills and increase your ability to authentically engage and inspire

KEY BENEFITS:

- Understand the purpose of storytelling and how to use it as a leadership tool
- Increase your ability to motivate action through storytelling
- Identify the right moment for a story

## Emerging Leaders Bootcamp

Mar 2-4 \$3,500

AUDIENCE: Emerging Leaders with 2+ years

DESCRIPTION: Enhance collaboration, communication, and leadership skills

KEY BENEFITS:

- Engage in productive and interactive conversations with leadership
- Plan and execute strategy using effective and practical project, people, and stakeholder management techniques
- Build relationships across the organization to leverage resources for initiatives and build your personal brand

## Creating High Performance Teams

Mar 16-18 \$3,900

AUDIENCE: Emerging, Mid-Level, and Senior Leaders

DESCRIPTION: Drive performance, maintain a highly effective work culture, and build leadership capabilities to retain top talent and hit business objectives

KEY BENEFITS:

- Learn to develop and coach teams to achieve their full potential
- Identify and leverage your key competencies to become a more effective manager
- Build the critical leadership skills needed to set a motivational environment

## People Analytics: Building Business Value with HR Data

Mar 23-24 \$3,200

AUDIENCE: Leaders responsible for hiring and managing talent; including HR professionals and their business partners

DESCRIPTION: Live virtual course. Use your people data to inform and solve business problems

KEY BENEFITS:

- Understand how people analytics can generate actionable insights
- Increase your ability to strategically partner across the organization
- Leave the course with an analytics and communication plan to tackle a HR-relevant business challenge

## Creating and Executing Strategy

Mar 30-Apr 1 \$4,500

AUDIENCE: Mid-Level and Senior Leaders

DESCRIPTION: Learn how to develop a sound strategy and foster its implementation throughout your organization

KEY BENEFITS:

- Understand the market forces underlying industry profitability and shareholder value
- Discover how to develop sound strategy, including key linkages to goals
- Explore processes for implementing strategy at every level within the organization

## Leading Transformational Change

Apr 13-15 \$4,500

AUDIENCE: Mid-Level and Senior Leaders with P&L or significant functional responsibility

DESCRIPTION: Learn a new change mindset, adopt a conscious approach, and learn leadership behaviors critical to support transformation

KEY BENEFITS:

- Successfully plan, execute, and sustain significant change initiatives
- Remain visible and actively drive transformation throughout the change initiative
- Cultivate an organization that embraces change

## Finance for Non-Financial Managers

May 11-13 \$3,900

AUDIENCE: Emerging, Mid-Level, and Senior Leaders

DESCRIPTION: Learn the language of finance and increase your ability to effectively impact decisions contributing to shareholder value

KEY BENEFITS:

- Read, understand, and interpret financial statements
- Make decisions using capital budgeting
- Understand financial metrics used by stakeholders to evaluate the health of the organization

## Women in Leadership: Inspire, Influence & Impact

May 25-27 \$4,500

AUDIENCE: Mid-Level and Senior Leaders

DESCRIPTION: Discover strategies and tactics enabling women to become more effective leaders

KEY BENEFITS:

- Engage with accomplished women executives and learn from their successes and missteps
- Examine how to refine communication methods to increase message receptivity
- Explore how to manage conflict with direct, productive diplomacy

## Inclusive Leadership: Fostering Diversity to Drive Performance

Jun 2-3 \$3,200

AUDIENCE: Mid- and senior-level leaders. Especially impactful for groups.

DESCRIPTION: Enhance your own inclusive leadership skills and learn a systems-design approach for fostering a profitable and diverse culture.

KEY BENEFITS:

- Learn how to position diversity as an asset to your business
- Develop a plan for inclusive management at your organization
- Identify your own leadership and communication style and harness it to lead diverse, productive teams



FOR MORE INFORMATION CONTACT:

Carol Roecklein // 612-625-5412  
croeckle@umn.edu  
carlsonschool.umn.edu/execed

“This is a perfect course for leaders trying to change the organization and also for consultants who create transformation roadmaps.”

—DIRECTOR, NTT DATA