



ATD-Yale Management Excellence Certificate

June 23-26, 2020

Yale University, New Haven, CT

Learn the skills to develop your team and improve organizational results. Earn a Yale School of Management Certificate.

Learn more at td.org/Yale-2020.

What Is It?

Management Matters

Excellent management drives bottom-line results. According to Gallup's 2018 *State of the American Workplace* report, managers have high influence on their teams—they account for at least 70 percent of the variance in team engagement—and their experiences with your company can affect your entire workforce.

ATD and Yale want to change that.

This four-day, intensive program integrates ATD's research-based ACCEL skills model with Yale's superior management training approach to provide you with the ultimate management development experience.

By focusing on five key skills necessary for managerial success—accountability, communication, collaboration, engagement, and listening and assessing—managers will develop their ability to effectively recruit, develop, engage, evaluate, and retain employees through more intentional talent development efforts.



Why Attend?

You'll walk away with the skills to develop your team and improve organizational results:

- Create a culture of accountability.
- Foster trust and relationships between team members, clarify team roles, and encourage cooperation.
- Cultivate a transparent, open, and honest team atmosphere, and build awareness and action toward better employee performance.
- Nurture a psychological commitment to work and positive contributions to personal and company development.
- Enhance emotional intelligence to identify areas of strength and opportunities.

Who Should Attend?

- executives and directors
- aspiring top-level managers
- high-potential leaders.



The Experience

This is not your typical learning event. Managers will form a cohort with fellow attendees through these activities:

On-Site Lecture: The Value of Authenticity by Examining Art

Authenticity is a growing area of interest for consumers and organizations. With professor George Newman, attendees will examine questions such as:

- How does authenticity drive customer perceptions and value?
- How can organizations leverage authenticity to maximize repetitive benefits internally and externally?
- What can psychology teach us about the underlying mechanisms and principles used to evaluate authenticity?

On-Site Tour: Yale University Art Gallery

The Yale University Art Gallery stimulates active learning about art and the creative process through research, teaching, and dialogue among visitors. Tour the gallery with professor Newman and assistant curator of education Elizabeth Manekin as they highlight works of art that relate to the value of authenticity.

Reception Dinner on Campus

Held at a uniquely Yale venue, such as the law school or the Peabody Museum of Natural History, the evening will include live music with a campus a cappella group and an unparalleled opportunity to form lasting connections with your peers.



Program

ACCEL Themes

Collaboration: Creating and Sustaining Teamwork, Professor Marissa King and Professor Daylian Cain

Learning Objective: Learn the knowledge and skills needed to manage groups effectively.

Engagement: Encouraging and Leveraging Employee Motivation, Professor George Newman

Learning Objective: Understand the levers that managers and organizations can use to encourage employees to act in ways that are consistent with organizational goals.

Communication: Effective Dialogue in Changing Environments, Col. Pilar Ryan

Learning Objective: Examine key challenges, both organizational and interpersonal, that arise in transforming employment relationships.

Accountability and Listening: Giving and Soliciting Feedback, Professor Marc Brackett and Professor David Tate

Learning Objective: Know what it takes to be an effective manager who can develop through effective coaching and feedback.

Day 1

Morning Session

[COLLABORATION] Understanding the Dynamics of Team Synergy

After this session, you'll understand the key processes and structures that lead some teams to perform better than others. You'll pay close attention to the interpersonal skills that allow leaders to identify and leverage the hidden expertise in their teams, such as building trust. By participating in a team simulation exercise, you'll receive individualized and team-based feedback and leave with specific actions you can take to improve your performance as a team member and team leader.

Afternoon Session

[COLLABORATION] Developing Efficient Team Strategies

In this session, you will learn about the structures and norms that allow teams to achieve process gains and avoid process losses. Specifically, you'll analyze how teams can use planning and coordination to avoid common problems that result from overspecialization and conceptual blocking. By taking part in a team exercise where you experience these dynamics playing out, you will have the opportunity to analyze your strengths and weaknesses in implementing such group norms.

[ENGAGEMENT] Leadership Mindset

Overconfidence and self-deception cause people to fall short of their own standards and values. Such biases are common mental traps that cause good people to do bad things and smart people to do dumb things. We will discuss what causes overconfidence and how to avoid it. We will end by discussing how to engage in perspective-taking and how to properly calibrate confidence in ourselves and those we lead.



Day 2

Morning Session

[COLLABORATION] Enhancing Collaborative Value

In this session, participants will pair off and negotiate a contract. We will reveal what the most efficient contracts look like in an ideal world then give hints about how to reach such contracts in real life. We will discuss how one can lay the groundwork for collaboration, especially when the other side will not easily give up information.

Afternoon Sessions

[COMMUNICATION] Communicating Vision and Intent: “Leader’s Intent” or the “What” and “Why”

In this session, you will examine the importance and utility of communicating intent two levels up, two levels down, and across lateral units. You’ll apply the steps for creating and communicating the “leader’s intent” and the related confirmation and back-briefing techniques, for one of your own leadership situations. Finish this session in small-group discussions about how to create alignment and initiative in your organization while preventing micromanagement.

[COMMUNICATION] Leading Hard Conversations to Build Awareness and Action

Learn the army’s After-Action Review method of team feedback to encourage and sustain the voices of those with diverse experiences and how to communicate in volatile, uncertain, complex, and ambiguous (VUCA) environments. You’ll conclude with an exercise about assessing and discussing individual, team, and organizational strengths, weaknesses, opportunities, and threats (SWOT).

Day 3

Morning Session

[ACCOUNTABILITY AND LISTENING] Being an Accountable Manager

Thriving as an organization in the 21st-century marketplace demands an unprecedented level of leadership capacity and execution. This requires personal accountability with a focus on learning and leading by example. In this session, you will reflect on the week’s lessons to distill what you’ve learned into your own approach for holding yourself accountable in your managerial approach. You’ll share your ideas and solicit and deliver feedback with fellow participants.

Afternoon Session

[ENGAGEMENT] Motivation and Nonmonetary Incentives

In this session, we will consider the strengths and weaknesses of different ways of measuring and rewarding performance, and we will discuss nonmonetary compensation as an important lever in HR management. You'll also examine the psychological research on incentives and motivation. Specifically, we will focus on the circumstances under which monetary reward systems can have unanticipated and dysfunctional effects, the underlying psychological factors that may lead monetary incentives to reduce performance, and the strategies that managers can use to increase intrinsic motivation.

[ENGAGEMENT] Aligning Tasks and Incentives

This session focuses on the importance of aligning organizational incentives with the design of jobs. Employees' decisions about whether to support organizational goals obviously depend on the tangible and intangible rewards that they perceive. How a job is designed will affect the "costs," or the difficulties the job incumbent experiences in trying to realize those rewards, as well as the ease and precision with which successful performance can be assessed. Accordingly, you cannot think about incentives independently of how tasks are assigned to particular organizational roles.

Day 4

Morning Session

[ACCOUNTABILITY AND LISTENING] Understanding and Developing Emotional Intelligence

Emotions can hurt us or help us. One eye roll can cost us a relationship, a sale, or even a career. Whether we're on the delivering or receiving end, unchecked emotions can wreak havoc on our personal and professional lives. This session will focus on evidence-based tools that can be used to enhance emotional intelligence, including the ability to develop greater accuracy at reading emotions and effectively regulating emotions to achieve greater outcomes.

Facilitators



George E. Newman, faculty director, is an assistant professor of management and marketing. He is interested in the application of basic cognitive processes such as categorization and causal reasoning to consumer behavior.



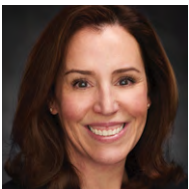
Marissa King is a professor of organizational behavior and is a leading expert on network-based innovation and learning dynamics. Her research has been featured in the *New York Times*, the *Wall Street Journal*, the *Washington Post*, and National Public Radio, among other media outlets. She holds a PhD from Columbia University and a bachelor's degree from Reed College.



David C. Tate is a licensed clinical psychologist and an assistant clinical professor in psychiatry at Yale University. His areas of practice in organizational consulting include coaching and leadership development, conflict resolution, team building, succession planning, and promoting healthy organization development.



Marc Brackett is the director of the Yale Center for Emotional Intelligence. His research focuses on the role of emotional intelligence in decision making, relationships, mental health, and academic and workplace performance as well as the impact of emotional intelligence training.



Col. Maria del Pilar Ryan is a former chief of international history and full professor at the United States Military Academy at West Point. She served 27 years in command and staff positions, including as commander of the largest artillery battery in the U.S. Army.



Daylian Cain is an associate professor of management and marketing and a leading expert on conflicts of interest, especially the perverse effects of disclosing conflicts of interest, and how to turn altruism on and off. He is a Russell Sage Fellow at Harvard and holds a PhD and master's of science degree from Carnegie Mellon, master's of art degrees from the University of North Carolina-Chapel Hill and Dalhousie, and a bachelor's of arts degree from Dalhousie.

Yale School of Management
ATD-Yale Management Excellence Certificate
 June 22-26, 2020

A.M.

P.M.

	Monday, June 22	Tuesday, June 23	Wednesday, June 24	Thursday, June 25	Friday, June 26
		Collaboration and Communication	Collaboration, Communication, and Engagement	Engagement and Accountability	Listening and Assessing
8:15-10:00		8:15-8:45 Welcome and Program Introduction <i>George Newman</i>	8:30-10:00 Enhancing Collaborative Value <i>Daylian Cain</i>	8:30-10:00 Being an Accountable Manager <i>David Tate</i>	8:30-10:00 Emotional Intelligence <i>Marc Brackett</i>
10:00-10:30		8:45-11:45 Understanding the Dynamics of Team Synergy <i>Marissa King</i>	10:00-10:30 Morning Break	10:00-10:30 Morning Break	10:00-10:30 Morning Break
10:30-12:00			10:30-12:00 Creating and Sustaining Value <i>Daylian Cain</i>	10:30-12:00 Being an Accountable Manager <i>David Tate</i>	10:30-12:00 Developing Emotional Intelligence <i>Marc Brackett</i>
12:00-1:00		11:45-12:30 Lunch Art and Authenticity <i>George Newman</i>	12:00-1:00 Lunch	12:00-1:00 Lunch	12:00-1:00 Box Lunch
1:00-2:30		1:00-2:00 Visit to Yale Art Museum <i>George Newman</i>	1:00-2:00 Communicating Vision and Intent <i>Colonel Pilar Ryan</i>	1:00-2:30 Aligning Motivation and Incentives <i>George Newman</i>	
2:30-3:00		2:30-4:00 Developing Efficient Team Strategies <i>George Newman</i>	2:30-3:00 Afternoon Break	2:30-3:00 Afternoon Break	
3:00-5:30	3:00 Check-In New Haven Hotel	4:00-4:15 Afternoon Break	3:00-4:30 Leading Hard Conversations <i>Colonel Pilar Ryan</i>	3:00-4:30 Creating Organizational Authenticity <i>George Newman</i>	Departures
	4:00-5:30 Walking Tour of Yale Campus and Visit to Yale Bookstore	4:15-5:45 Leadership Mindset <i>Daylian Cain</i>			
Evening		6:00 Opening Reception and Dinner	6:00 Dine-Around	6:00 Closing Dinner	

Yale School of Management Mission:

Educating Leaders for Business and Society

Are you ready for the ultimate management development experience? Join us for ATD-Yale Foundations of Management Excellence.



Yale SCHOOL OF MANAGEMENT



Registration

Your registration fee includes breakfast and lunch every day, dinner on Tuesday and Thursday evenings, and the exclusive Yale experience.

Early Bird (Through February 28, 2020)

ATD Members
\$6,500

Nonmembers*
\$7,000

Regular

ATD Members
\$7,000

Nonmembers
\$7,500

Register online at td.org/Yale-2020.

Enterprise discounts available. Contact enterprise@td.org.

Questions?

Contact Ryan Changcoco at RChangcoco@td.org.

*ATD membership gives you access to resources to make your job easier, best practices from leading training experts and top companies to help take your organization to the next level, and a community of professionals who are committed to creating a world that works better. Learn more at td.org/join-atd.

Why Foundations of Management Excellence?

ATD and Yale have teamed up to bring you ATD–Yale Foundations of Management Excellence. This four-day intensive program integrates ATD’s research-based ACCEL skills model with Yale’s superior management training approach to provide you with the ultimate management development experience. You will walk away with a certificate from the Yale School of Management and the skills to develop your team and improve organizational results.

Register today at td.org/Yale-2020.