Raise your bar.

WashU Olin Business School
Unless you try to do something beyond what you have already mastered you will never grow.

Ralph Waldo Emerson
Push your comfort zone. Discover new opportunities. Raise your bar.

WashU Olin’s Nondegree Executive Education gives you access to pivotal business education that prepares you to tackle today’s greatest business challenges. Taught by renowned executive education experts at WashU Olin Business School, every course broadens your perspective and deepens your skill set.

Take a Single Seminar
Stay sharp, one day at a time, with sessions that pique your curiosity and build new skills. Your key takeaway of today may be your new action plan of tomorrow.

Pursue a Concentration
Take a deeper dive into a business area by pursuing a concentration. Complete five session days in a concentration within two years to earn the Concentration award.

Earn the Advanced Management Certificate
Harness learning in multiple areas to create a competitive advantage for you and your organization. Complete five session days in each of the three concentrations in three years to earn the Advanced Management Certificate.

Continuing Education Units
Washington University is among many colleges and universities that award Continuing Education Units (CEUs) to participants of approved, noncredit courses or programs. If you require proof of participation, please make your request in writing to ExecEd@wustl.edu, and we will provide a letter of completion.

Participant Cancellation and Substitution Policy
If you can no longer attend a course for which you are registered, notify Executive Programs via email at ExecEd@wustl.edu. Cancellations received with more than five business days’ notice are eligible for transfer, credit or refund. Cancellations received within five days of the course are eligible for participant substitution but are otherwise nonrefundable.

We Encourage Early Registration
Olin Business School reserves the right to limit the number of participants in sessions in order to ensure optimum classroom engagement; change course dates and instructors when necessary; and cancel courses due to low enrollment. In the event of changes, participants will be given appropriate notice. For the most current schedule information, please visit our website at Olin.wustl.edu/seminars.

Where
The Charles F. Knight Executive Education & Conference Center on Washington University’s Danforth Campus

When
All seminars are held from 8:00 a.m. to 4:00 p.m.

Cost
$920 per day

Look at the bigger picture. Fuse learning in different disciplines. Get a nuanced understanding of foundational principles and current business trends. The Advanced Management Certificate links strategy and leadership with executional skills to give you an integrated view of business functions.

Complete five session days in each of the three concentrations in three years to earn the Advanced Management Certificate.

Advanced Management Certificate
Focused, Flexible Learning

Area
Leadership

Focus On
3
Choose 5 Session Days From Each Of The 3 Concentrations

Area
Strategic Thinking

Area
Business Execution

Area
Focused, Flexible Learning
## August 2019–June 2020 Seminars

### Strategic Thinking Concentration

<table>
<thead>
<tr>
<th>Strategies for Continuous Growth</th>
<th>September 27, 2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Anjan Thakor, PhD</td>
<td></td>
</tr>
<tr>
<td>Learn how to create and lead an organization focused on both top- and bottom-line growth, and to balance the tensions inherent in any growth strategy.</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Leading Innovation</th>
<th>October 11, 2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Markus Baer, PhD</td>
<td></td>
</tr>
<tr>
<td>Learn the key aspects of the innovation process and how you can accelerate innovation in your organization to deliver new value and drive efficiency.</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Strategy &amp; Alignment</th>
<th>November 5, 2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lamar Pierce, PhD</td>
<td></td>
</tr>
<tr>
<td>Learn to successfully align employees and resources to support corporate goals and directives, and to identify conflicts between strategy and internal processes.</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Strategy Execution</th>
<th>November 6, 2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jackson Nickerson, PhD</td>
<td></td>
</tr>
<tr>
<td>What does it take to turn a plan into results? This program explores several approaches for choosing the best path from strategy to action, as well as some of the common obstacles that arise along the way.</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>NEW People Analytics for Strategic Human Resource Management</th>
<th>December 3, 2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Andrew Knight, PhD, and Peter Boumgarden, PhD</td>
<td></td>
</tr>
<tr>
<td>Learn how analytics can enable strategic decision-making on a variety of people-related issues, including recruiting, performance, leadership development, job design and compensation.</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Strategic Thinking</th>
<th>May 5-6, 2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jackson Nickerson, PhD</td>
<td></td>
</tr>
<tr>
<td>Learn the concepts, frameworks and tools for management decision-making that help grow your organization and build its competitive advantage.</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Innovating Through Uncertainty: Predict, Test, Create</th>
<th>May 20, 2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Peter Boumgarden, PhD</td>
<td></td>
</tr>
<tr>
<td>Learn how to cultivate insight about what is changing in the world and how to design solutions and strategies to meet these changes even in the face of uncertainty.</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Leading Creativity</th>
<th>June 3, 2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Markus Baer, PhD</td>
<td></td>
</tr>
<tr>
<td>Enhance your understanding of the factors that drive creativity. Learn ways to boost your own creativity and to nurture the creativity of those with whom you work.</td>
<td></td>
</tr>
</tbody>
</table>

### Business Execution Concentration

<table>
<thead>
<tr>
<th>Executive Communication Strategies</th>
<th>October 9, 2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cynthia McCafferty</td>
<td></td>
</tr>
<tr>
<td>Learn how to adapt messages by communication channel and audience. Hone your message crafting and delivery skills for use in a variety of situations.</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Finance for Nonfinancial Managers</th>
<th>October 23, 2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Todd Milbourn, PhD</td>
<td></td>
</tr>
<tr>
<td>Demystify corporate finance and gain a big-picture understanding of how the capital market system fits together; we focus on performance metrics, capital allocation and value creation.</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>NEW Accelerating Impact: Converting Resources into Results (formerly Cornerstones of Management)</th>
<th>October 29, 2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dan Coughlin</td>
<td></td>
</tr>
<tr>
<td>Starting with a top-down understanding of an organization’s strategy, learn how the best people managers consistently drive better business results and continuous improvement.</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Negotiation Workshop</th>
<th>November 19, 2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>John Horn, PhD</td>
<td></td>
</tr>
<tr>
<td>Learn the key elements of a negotiation position and best practices to effectively advocate for the needs of your company.</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Lean Thinking for All</th>
<th>February 12, 2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Panos Kouvelis, PhD</td>
<td></td>
</tr>
<tr>
<td>Use the principles of “lean” to get things done better, faster and more efficiently. Learn how leaders across a variety of industries use lean thinking to add value and create better processes for their firms.</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Mergers &amp; Acquisitions</th>
<th>March 4-5, 2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Anjan Thakor, PhD, and Todd Milbourn, PhD</td>
<td></td>
</tr>
<tr>
<td>Examine the latest M&amp;A research and trends; discuss common pitfalls; and develop best practices for target identification, deal valuation and post-deal integration.</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Market Strategy &amp; Value Capture</th>
<th>April 28, 2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Samuel Chun, PhD</td>
<td></td>
</tr>
<tr>
<td>Learn the core aspects of value creation and capture, and how firms use market focus to develop a sustainable competitive advantage.</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>NEW Digital Marketing Strategies: Succeeding in the Age of the Customer</th>
<th>May 13, 2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Michael Wall</td>
<td></td>
</tr>
<tr>
<td>Learn how firms are successfully using digital mediums to engage savvy consumers, win business and cultivate loyalty. Optimize your digital marketing strategy based on goals and circumstances.</td>
<td></td>
</tr>
</tbody>
</table>

### Leadership Concentration

<table>
<thead>
<tr>
<th>Transformative Leadership Coaching (formerly Coaching Workshop)</th>
<th>August 28, 2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Paul Paese, PhD</td>
<td></td>
</tr>
<tr>
<td>Improve your ability to lead change, address conflicts and facilitate dialog among members of your firm.</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Motivating People</th>
<th>August 29, 2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Markus Baer, PhD</td>
<td></td>
</tr>
<tr>
<td>Identify the misconceptions surrounding human motivation by recognizing key motivational principles. Also, discover scientifically proven ways to boost motivation.</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Change Leadership</th>
<th>September 26, 2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Stacy Jackson, PhD</td>
<td></td>
</tr>
<tr>
<td>Examine the intersection of strategy, values and leadership as it relates to successful leadership. Apply proven frameworks to better prepare your organization for change.</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Cornerstones of Leadership</th>
<th>October 30, 2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dan Coughlin</td>
<td></td>
</tr>
<tr>
<td>Bring out the best in yourself and others through optimized personal effectiveness, greater resilience and improved leadership and communication with others.</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Leading &amp; Growing Highly Effective Teams</th>
<th>December 11-12, 2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Markus Baer, PhD, and Paul Paese, PhD</td>
<td></td>
</tr>
<tr>
<td>Apply the principles of values-based leadership to activate your team’s true potential. Leverage the basics of team design to lead your team to maximum effectiveness.</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Leading a Culture of Excellence</th>
<th>January 29, 2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>General Robert Mixon (ret.)</td>
<td></td>
</tr>
<tr>
<td>Learn the “Big 6” leadership principles that enable leaders to drive change through trust, excellence and empowerment.</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>NEW The Role of the Leader</th>
<th>February 19, 2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rik Nemanick, PhD</td>
<td></td>
</tr>
<tr>
<td>Examine the dynamic role of a leader as well as the competencies and mindset needed at different levels. Explore the six main leadership styles and their effectiveness in various situations.</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Difficult Conversations</th>
<th>March 5, 2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ann Garrido, PhD</td>
<td></td>
</tr>
<tr>
<td>Designed by members of the Harvard Negotiation Project, this session teaches you how to handle conflict, talk through differences and promote positive work relationships.</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Leading Through Influence</th>
<th>April 7-8, 2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Stuart Bunderson, PhD</td>
<td></td>
</tr>
<tr>
<td>Develop the three critical skills of informal leadership: navigating politics, understanding power and exercising influence.</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Mentorship &amp; Leader Development</th>
<th>May 19, 2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rik Nemanick, PhD</td>
<td></td>
</tr>
<tr>
<td>Improve your capacity to mentor the best emerging talent in your firm. Learn the mindset and mentoring skills necessary to effectively bring out the best in others.</td>
<td></td>
</tr>
</tbody>
</table>